



## INTER OFFICE MEMO

#5231

Sunday, November 7, 2021

TO : Dr. Ahmed S. Yamani, PSU – President

FROM : Dr. Saad A. Almosa, Dean, College of Business Administration

Subject: Submission of CBA College Evidence to support alignment of CBA programs and course offerings with the UN SDGs

Dear Dr. Ahmed,

Further to your kind instructions for the submission of a detailed report about the CBA college programs and courses alignment with the UN SDGs. Kindly see the attached reports from all CBA Academic departments in respect of SDGs' elements in CBA courses along with the course specification of each course.

This is for your kind information and instructions. Thank you.

Best regards,

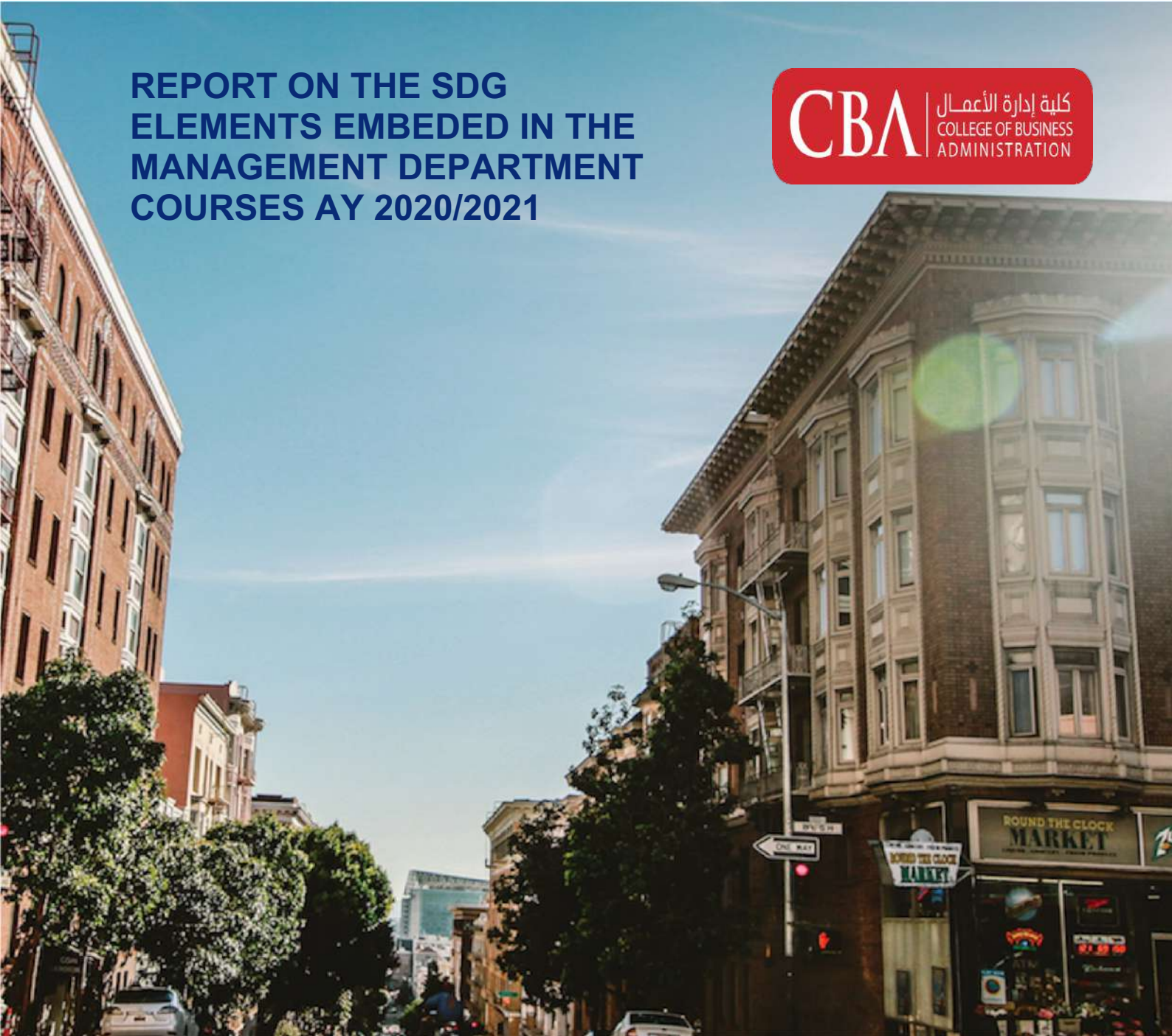
Dr. Saad A. Almosa

Dean  
College of Business Administration

PSU.1998



# REPORT ON THE SDG ELEMENTS EMBEDDED IN THE MANAGEMENT DEPARTMENT COURSES AY 2020/2021



NOVEMBER 4  
MANAGEMENT DEPARTMENT

# **EMBEDDING SDGs IN THE MANAGAMENT COURSES**

## **A Summary of the courses connecting and relating the Management Department courses with the SDGs for the last academic year 2020/2021**

The Management Department has 8 courses with embedded SDGs. These courses include:

1. Airline Operations (AVM320)
2. Airport Operations (AVM330)
3. Human Resources in Aviation (AVM450)
4. International Business (BUS351)
5. Production and Operations Management (BUS371)
6. Management Information Systems (BUS373)
7. Business Ethics (ETHCS301)
8. Strategic Management and Policy (BUS495). The capstone course

All these courses are conceptually embedded with one or more SDG goals in principals and in applications. Hence, the CBA students are contextually informed on the SDG's and their importance.

The Department shares with you the Drive of the samples of these courses including the Course Specification, Course syllabus, project guidelines, sample cases and sample projects.

<https://drive.google.com/drive/folders/183AbSGb98zfDmMmjgMQNzngTQHKSy3yi>

### **Future Plan:**

- A thorough review will be connected to identify areas where SDGs can be embedded.
- A plan to design an advanced course on "Sustainability" will be developed.

The Department of Marketing is actively engaged in upholding and implementing the values behind the Sustainable Development Goals (SDG) of the United Nations (UN). SDGs were not only integrated in a few selected courses (as assessments, readings and Course Learning Objectives), both at the undergraduate and graduate levels, but also the faculty are doing research in areas which are closely linked to one or more than one of the SDGs of UN. Furthermore, the department is engaged with the community and is successfully implementing its 3 MOUs with academic association, philanthropic organization and sustainability solutions provider firm respectively. As department Chairs, we (Dr. Husam and Dr. Amira) would like to summarize all SDG related activities of the department below under separate sections and headings. Evidence is provided at the end of the report, and/or as images, and PDF files within the text.

### **SDG in Teaching and Learning:**

#### ***Undergraduate level:***

##### MKT 301 Principles of Marketing (201 and 202):



A CLO was added under the knowledge category of the syllabus and topics related to SDGs in chapters were discussed in-depth and students were told of its importance to society, economy and environment. Please refer to the course syllabus as an Appendix A and refer to highlighted areas in the syllabus.

##### MKT 470 Strategic Marketing (201 and 202):



SDG 12 was integrated in the course. Refer highlighted passages in the course syllabus related to SDG integration as a CLO in Appendix B. A whole chapter with the title of “Sustainable Business Strategy & Sustainable Business Tools” was added to achieve that CLO. Moreover, SDG 12 was made a major requirement to be fulfilled in the project worth 15 marks. Please refer to Appendix B for the details and especially refer to highlighted passages.

##### MKT 340 Marketing Channels (201):





SDG 12 was added as one of the CLOs and a case was given to students to better understand the sustainable management practices in global institutions. Please refer to Appendix C and the highlighted passages.

***Master level:***

MKT 538 Strategic Marketing (201 and 202):



A chapter with the title “Sustainable Marketing Strategy” from the book Sustainable marketing written by Diane Martin and Data John Schouten was given for the readings and discussions were held in the class. Those readings gave an overview of how sustainable strategies were designed and implemented at all levels of an organization. For the assessment, there were two PADLET activities (research based) 5 marks each (10 in total). Please click on the PDF file below for the overview of assessments and students samples. Course Syllabus is attached as Appendix D and relevant areas are highlighted.



SDG Goal



SDG Goal

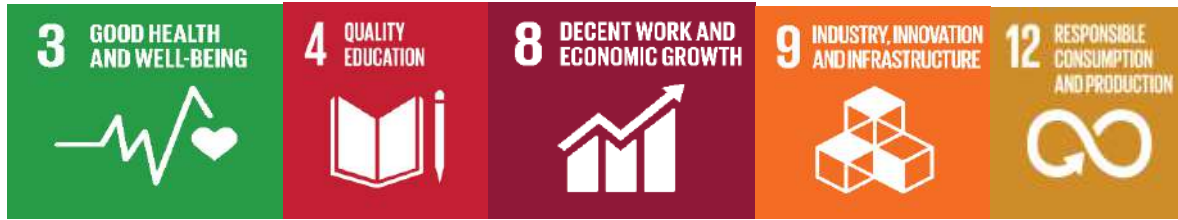
Assessment Activity 1. Assessment Activity 2

MKT 534 International Marketing (211):



Students will be given a 5 percent assessment (PADLET activity) to research on decent work practices in various global industries and suggest possible practical solutions in case decent work principles are not practiced. Emphasis will be on partnership among various institutions and stakeholders to tackle violations of human right or decent work principles in global industries and resultant rules, regulations and norms. Syllabus is attached as an Appendix E and relevant areas are highlighted.

## SDG in Research: SDG 3, 4, 8, 9 and 12



Marketing department faculty members are actively engaged in research closely aligned with the SDG initiatives of UN, for example, Corporate Social Responsibility, Social and Environmental Upgrading in Suppliers factories in Global Value Chains, mental health, and Decent Work etc. Following papers of the Marketing faculty published in 2020-2021 used keywords associated with SDGs of the UN. Please click on the link for full viewing of the paper.

1. Nazir, O., and Islam, J. (2021). Effect of CSR participation on employee sense of purpose and experienced meaningfulness: A self-determination theory perspective. *Journal of Hospitality and Tourism Management*, 46, 123-133 (SSCI)(Scopus) doi: <https://doi.org/10.1016/j.jhtm.2020.12.002>. (SDG 8, SDG 12)
2. Shahid, S., Islam, J. U., Farooqi, R., & Thomas, G. (2021). Affordable luxury consumption: an emerging market's perspective. *International Journal of Emerging Markets*. In Print. (SSCI)(Scopus) doi: <https://doi.org/10.1108/IJOEM-01-2021-0144>. (SDG 12)
3. Nazir, O., and Islam, J. (2020). Effect of CSR activities on meaningfulness, compassion, and employee engagement: A sense-making theoretical approach. *International Journal of Hospitality Management*, 90, 102630. (SSCI)(Scopus) doi: <https://doi.org/10.1016/j.ijhm.2020.102630>. (SDG 8, SDG 12)
4. Rasool, A., Shah, F., and Islam, J. (2020). Customer engagement in the digital age: A review and research agenda. *Current Opinion in Psychology*, (SSCI) (Scopus), 36, 96-100 doi: <https://doi.org/10.1016/j.copsyc.2020.05.003>. (SDG 12)
5. Kaur, H., Paruthi, M., Islam, J., and Hollebeek, L. D. (2020). The role of brand community identification and reward on consumer brand engagement and brand loyalty in virtual brand communities. *Telematics and Informatics*, 46, 101321. doi <https://doi.org/10.1016/j.tele.2019.101321>. (SDG 12)
6. Islam, J., Shahid, S., Rasool, A., Rahman, Z., Khan, I., and Rather, R. (2020). Impact of website attributes on customer engagement in banking: A solicitation of Stimulus-Organism-Response theory. *International Journal of Bank Marketing*, 38 (6), 1279-1303. (SSCI)(Scopus) doi: <https://doi.org/10.1108/IJBM-12-2019-0460>. (SDG 12)
7. Khan, I., Hollebeek, L., Fatma, M., Islam, J., and Riivits-Arkonsuo, L. (2020), "Customer experience and commitment in retailing: Does customer age matter?" *Journal of Retailing and Consumer Services*, 57, 102219. (SSCI) (Scopus) doi: <https://doi.org/10.1016/j.jretconser.2020.102219>. (SDG 12)
8. Badar, K., Khattak, A., Danish, M., Tariq, A., & Nisar, Q. A (2021). Cosmopolitan Orientation, Consumer Consciousness and Green Purchase Intentions: Mediating Role of Green Trust (Scopus). *European Journal of International Management*, [10.1504/EJIM.2021.10034093](https://doi.org/10.1504/EJIM.2021.10034093). (SDG 9, 12)

9. Khan, N. U., Ahmed, A., & Khattak, A. (2021). Do organizational citizenship behavior for the environment predict triple bottom line performance in manufacturing firms?. *Business Process Management Journal*, 27(4), 1033-1053.  
<https://doi.org/10.1108/BPMJ-01-2021-0007>. (SDG9, 12)
10. Rashid, S., Khattak, A., Ashiq, M., Ur Rehman, S., & Rashid Rasool, M. (2021). Educational landscape of virtual reality in higher education: Bibliometric evidences of publishing patterns and emerging trends. *Publications*, 9(2), Article 17.  
<https://doi.org/10.3390/publications9020017>. (SDG 4)
11. Danish, M., & Khattak, A. (2021). Institutional factors that influence social upgrading in global value chains in the soccer ball industry. *Foundation University Journal of Business & Economics*, 6(1), 42-70. <https://fui.edu.pk/fjs/index.php/fujbe/article/view/436/162> (SDG 8)
12. Saleem, F., Khattak, A., Ur Rehman, S., & Ashiq, M (2021). Bibliometric Analysis of Green Marketing Research from 1977 to 2020 (Scopus). *Publications*, 9(1), 1-19,  
<https://doi.org/10.3390/publications9010001>. (SDG 9, 12)
13. Jun, W., Nasir, M. H., Yousaf, Z., Khattak, A., Yasir, M., Javed, A., & Shirazi, S. H. (2021). Innovation performance in digital economy: Does digital platform capability, improvisation capability and organizational readiness really matter?. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-10-2020-0422>. (SDG 9)
14. Gul, S., Rehman, S. U., Ashiq, M., & Khattak, A (2020). Mapping the Scientific Literature on COVID-19 and Mental Health (Scopus). *Psychiatria Danubina*, 32(3-4), 463-471,  
<https://doi.org/10.24869/psyd.2020.463>. (SDG 3)
15. Raza, A., Matloob, S., Abdul Rahim, N. F., Halim, H. A., Khattak, A., Ahmed, N. H., & Zubair, M (2020). Factors Impeding Health Care Professionals to Effectively Treat COVID-19 Patients in Pakistan. A Qualitative Investigation (Scopus). *Frontiers in Psychology*, 11, 2910, [10.3389/fpsyg.2020.572450](https://doi.org/10.3389/fpsyg.2020.572450). (SDG 3)
16. Saleem, F., Gopinath, C., Khattak, A., Qureshi, S. S., Allui, A., & Adeel, A (2020). Corporate Environmentalism: An Emerging Economy Perspective. *Sustainability* (Scopus), 12(15), 1-17, <https://doi.org/10.3390/su12156225>. (SDG 9, 12)
17. Kamran Ul haq, A., Khattak, Amira, Noreen Jamil, M. Asif Naeem, and Farhaan Mirza. (2020). Data Analytics in Mental Healthcare (Scopus). *Scientific Programming*, 1-9,  
<https://doi.org/10.1155/2020/2024160>. (SDG3)
18. Danish, M., & Khattak, A. (2020). Economic and Social Upgrading in Global Value Chains: Evidence from Football Industry of Pakistan (Scopus). *Journal of Distribution Science*, 18 (4), 97-106, [10.15722/jds.18.4.202004.97](https://doi.org/10.15722/jds.18.4.202004.97). (SDG 8)
19. Awan, U., Khattak, A., Rabbani, S., Dhir, A. (2020). Buyer-driven knowledge transfer activities to enhance organizational sustainability of suppliers. *Sustainability*, 12(7), Article 2993. <https://doi.org/10.3390/su12072993>. (SDG 12)


### **Chapters:**

20. Irfan, A., Amira, K., & Saleem Ullah Khan, S. (2021). The residual impact of offshore outsourcing on learning and innovation for emerging-economy suppliers: Evidence from the apparel industry of Pakistan. In M. B. Rana & M. M. C. Allen (Eds.), Upgrading the global garment industry (pp. 84–112). Edward Elgar Publishing. <https://doi.org/10.4337/9781789907650.00010>. (SDG 9)
21. Khattak, A., & Saleem, F. (2021). Environmental upgrading leading to social upgrading in global value chains: Evidence from Bangladesh and Sri Lanka. In M. B. Rana & M. M. C. Allen (Eds.), Upgrading the global garment industry (pp. 235–251). Edward Elgar Publishing. <https://doi.org/10.4337/9781789907650.00017>. (SDG 8, 9, 12)


### SDG Through Community Engagement 1: MOU with Saudi British Marketing and Management Association (SDG 4, 8 )



Five mini-series workshops were conducted in April 2021 by 5 Marketing faculty members through the Saudi British Marketing and Management Association to the general community to support the concept of life-long learning and quality education. Please refer to below image for details:



**SBMA**  
Saudi British Marketing & Management Association  
الجمعية البريطانية للمarketing والإدارة في المملكة العربية السعودية



جامعة الأمير سلطان  
PRINCE SULTAN

**Mini-Series Workshop Topics:**

1. Brand Strategy for Start-ups - Dr. Nof Al-Sufyani, 4th Apr.
2. The Integration of Design and Marketing -Dr. Demah AlFakhri, 5th Apr.
3. Pricing Strategies - Dr. George Thomas, 6th Apr.
4. Growth Strategies - Dr. Zalnurin Dahari, 7th Apr.
5. Marketing for Non-profit Organizations- Dr. Yazeed AlFakhri, 8th Apr.

All Workshops will be from 7 PM-8 PM.

**APR**  
**'21**

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				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

For more information, please click in the PDF file below:





Brochure for your  
Reference- with Links.

## **SDG Through Community Engagement 2: MOU with NAQAA Sustainability: 11th, 12th, 13th, 14th and 17th SDGs**



NAQAA Sustainability Solutions is a social business registered in Jeddah Saudi Arabia, founded in 2012. The business main purpose is to simplify environmental sustainability practices at workplaces and in the communities. Prince Sultan University has signed an MOU with NAQAA Sustainability to contribute in minimizing plastic waste and pollution; Increase recycling awareness; facilitate recycling services for university and contribute in SDGs related to environmental sustainability mainly. Although the MOU was signed between PSU and NAQAA Sustainability, however, Marketing Department initiated the idea and was a major player in this whole arrangement. Furthermore, marketing club students actively participated in the implementation of the MOU successfully. The whole process has been given below:



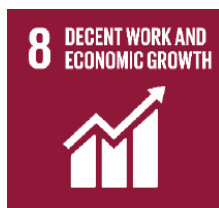
Source: NAQAA Sustainability Report

Below images show implementation of MOU and where recycling bins have been placed in various locations in PSU.





### SDG Through Community Engagement 3: MOU with King Khalid Foundation (SDG 8)



45 university students participate in “SAHIM”, a social entrepreneurship project under King Khalid Foundation support in 2021. SAHIM, or “ساهم” in Arabic, aims to promote and create a culture of social innovation for male and female students and raise the spirit of social responsibility and enhance students’ confidence in themselves in facing challenges so that they can build their future and their career path through a training camp. The marketing club organizes the event and the campaigns every year. So far 2 major activities under SAHIM have been held across 2019 and 2021 in which 50 and 45 students participated respectively.

Images of the event in 2019 and 2021 are given below:

2021





**2019**



Beside above engagement, “Experiential Philanthropy Education” program was also run under King Khalid Foundation MOU, and in collaboration with Northeastern University and Khaled Juffali Company. 60 students participated in the program from 2017 to 2019, the grant in 2019 was 150.000.00 Saudi Riyals, and from 2017 to 2019 the grants were 300.000.00 Saudi Riyals in total. Please find below images of the “Experiential Philanthropy Education” session conducted in 2019. The course was suspended in 2020 due to Covid-19 pandemic. However, Efforts are being made to extend the MOUs with the partners and to continue implementing the social initiatives during this Academic Year 2021-2022.



#### SDG Through Community Engagement 4: Community Engagement of Faculty (SDG 4)



The Faculty of Marketing department engages in various education related activities including life-long learning and imparting practical knowledge of marketing. Few of the prominent

activities in this regard in 2020-2021 were visiting schools and guiding students of 9th and 10th grade about choosing the right University and the right majors based on their aptitude levels, mentoring students from various universities of Saudi Arabia in multiple “Creathons” (competitions) to design and implement marketing plans and strategies effectively. Our faculty also review papers and mentor international external projects without any payment. Please refer below PDF files for the evidence.



Volunteer work.pdf



community service  
SDG).pdf

## Appendices

### APPENDIX A



MKT 301  
Syllabus-SEM201.pdf

### APPENDIX B



MKT470 Group  
Project.pdf



MKT470 MARKETING  
PLAN GUIDELINES .pd



S-MKT470-201.pdf



CS-MKT470-202.pdf



Implementation of  
SDGs. in Marketing Pr

### APPENDIX C



MKT 340  
Syllabus-SEM201 .pdf

### APPENDIX D



MKT 538 202.pdf



MKT 538 201.pdf

### APPENDIX E



MKT 534 211.pdf



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## **BS. Finance Report Supporting SDG # 17**

Sustainability through education empowers BS. Finance graduates and faculty members with knowledge, values, and a stronger relationship with outside world. BS. Finance is supporting Prince Sultan University in achieving the SDG 17 by offering sustainability in education, which is reflected through the increased employability rate of the program since the learning at BS. Finance, PSU is helping our students to link their knowledge to build a healthy community and country at large. It is taken care at the program through multiple channels:

- Teaching Pedagogy and Curricula
- Collaboration with relevant Professional bodies (locally and internationally)
- Community engagement
- Students Excellence
- Research based learnings
- Continuous improvement

All together are giving the students exposure to the real-world situations supporting an integrated and interactive educational environment. Below is the brief description of the strategies adopted at the program level to promote sustainability in education.

### **I. Teaching Pedagogy and Curricula**

- a) BS. Finance curricula:** BSc Finance program curriculum has been developed and continuously updated to keep pace with the growing sustainable development in the field of education in Kingdom of Saudi Arabia. Curricula is supporting the students to

understand and adopt the global standards for financial and economic risk management for the banks, investors, asset managers, investment consultants, insurers etc.

- b) Courses offered in curricula deliver intense comprehensive knowledge of finance and its impact on economy and society. Courses are designed to enable students explain and analyze financial cases both qualitatively and quantitative by adopting many teaching strategies such as;
- Employing financial databases and software's,
  - Working effectively both at individual and team level,
  - Generating responsible and ethical financial decisions through their knowledge & understanding, skills and values.
- c) Curricula gives emphasis on adoption of local case studies making class projects more relevant and engaging to the real-world making students more familiar with Saudi Market. Curricula offers electives in investments, real-estate and international finance that are compatible with KSA *Vision 2030* and job market needs.
- d) Faculty members continuously organize professional talks and arrange industry visits to companies and finance – related agencies or organizations as scheduled activities for students in senior level courses e.g. Econ 207 (Money and Banking), Fin 350 (Principles in Investment), Fin 380 (International Finance), Fin 450 (Security Analysis and Portfolio Management), Fin 470 (Cases in Financial Management). In every semester academic visit to related organizations such as CMA, SAMA, Tadawul and banks are done by faculty members.

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- e) Teaching pedagogy offered in the courses is in line with technological progress in the business environment. There is continuous use of blended technology in the teaching and learning in the program to keep the students and faculty members agile with the latest technology and trends of the market (for e.g. Econ 101, Econ 103, Econ 207, Fin 301, Fin 350, Fin 450).
- f) Our curricula include a 28 weeks Cooperative program which requires our student to join a relevant institutions and take a training course. This give our students the chance to have hands on practice and integrate the theoretical knowledge and skills with the practical competencies. This is proven with high employability rate of 93.3 % in the AY 2020-2021. Due to continuous improvements and updates in curricula sustainability; our students find their job while they are doing their COOP/Internship in the best companies in the Kingdom like (Riyad Bank, KPMG, CMA, Tadawul, SABB, NCB, SAMBA, SAMBA Capital, AlRajhi Capital, Ministry of Finance, Jadwa Investment, STC, STC Solutions, STC Pay, HSBC etc.).

*Appendix 1: List of courses offered by Finance department and the links of the updated course specifications.*

## **II. Collaboration with relevant Professional bodies (locally and internationally)**

Another steppingstone of BS. Finance program towards achieving continuous sustainability in education is the collaboration of the BS. Finance with National level Institutions, e.g., Mohammed Bin Salman Foundation (MISK), Tadawul, Capital Market Authority (CMA).

- a) Financial donations by MISK are supporting two financial data labs, “MISK BLOOMBERG FINANCE LAB” with Bloomberg terminals until the end of AY 2020-

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2021. PSU has renewed the contract of 16 Bloomberg licenses beginning August 2021 to encourage innovation, to ensure sustainability and growth in students learning.

- b) CMA and Tadawul gives continuous opportunities for cooperative education training for our finance graduates. Many students each year both male and female are selected by these renowned institutions for their cooperative trainings.
- c) Beginning AY 2020, PSU is participating in the “Invest Wisely” program by TADAWUL aiming to raise the financial and investment awareness in the Kingdom by providing effective resources and tools supporting students learning, interaction and application.
- d) Department also continuously meet with the Program Advisory Board. Key areas discussed during these meetings are program achievements; seeking suggestions for improvement at the program level, updated curricula, long-term future collaborations, software suggestions to equip the finance students with the recent job market trends etc.
- e) Additionally, the program continuously remains connected with our alumni through their contribution as members in the Program Advisory Board as well as inviting them as guest speakers to share their industry experiences and knowledge with our potential graduates.

Continuous interaction with the industry is a very impactful initiative of the finance department in delivering education in partnership with local organisations.

### **III. Community engagement**

BS. Finance continuously supports PSU in enhancing community engagement for education in achieving the SDGs through sharing their experiences, guiding, and education resources. Through the department Community and Social Outreach committee, program has developed an approach by organising series of workshops each academic year involving local community to provide the



specialised knowledge in the field of finance and economics. The regional workshops organised by the department exhibits the support of the PSU in developing knowledge, skills and values needed to become the active cocreator of their own resources and funds.

*Appendix II: List of events reflecting the engagement of the students and faculty in strengthening our community at large during the AY 2020-2021.*

#### **IV. Students Excellence**

##### **a. Students Clubs**

- Finance department through its students' clubs supports the students learning by on campus as well as virtual activities and active student involvement in promoting sustainability topics. Finance and Economic Club and Entrepreneurship Club foster an environment to discover and adopt recent trends and developments in the field of finance and economics and to inculcate entrepreneurial mind set among PSU students to achieve KSA 2030 vision.
- Although a faculty member is assigned to supervise, advice and coordinate students' activities, organizing events are solely based on students' initiatives and participations. This has significant positive impact on enhancing our students' communication skills and allow students to building relationship directly with professional executives.
- Interaction between clubs' members help exchange knowledge and experience between students' themselves. This also should support the finance program sustainable education.

*Appendix III: List of Students Clubs events which to inform and educate the students on global goals, drivers and contributors in sustainable development during the AY 2020-2021.*

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- b. **Student Competitions:** Finance students participate in many local and international competitions. These competitions help students in enriching their finance and economic knowledge through practical experience, observations of real work behaviours, and hands-on application of actual situations such as solving real organization problems.
- ❖ **CFA Research Challenge:** The CFA Society of Saudi Arabia introduced the CFA Research Challenge Competition for the first time in KSA during AY2015/2016. Since then the Finance program has been participating regularly in this student competition through students' teams from both sides of PSU campus. In the AY 2020-2021, Male team under the CFA research challenge under the mentorship of Dr. Ahmed Khasawneh were among the top three finalists.
  - ❖ **The Bloomberg Trading Challenge** is an investment challenge that helps our finance students to gain real-world financial skills using the Bloomberg Terminal. The competition usually starts in the month of February each year. In AY 2020/2021, PSU finance male team (Abdulah AlTasan, Faisal Hatem Amman and Abdulrahma Aldakheel) was in the top 5 finalists in the KSA Bloomberg Trading Challenge 2021.
  - ❖ **Bloomberg Economic Research Challenge** is the first university economic research competition to take place entirely using the Bloomberg Terminal in Saudi Arabia. The participating team had to develop an economic research report. Eighty teams and 300 students from across the Kingdom participated in the Challenge in AY 2019-20. The female PSU finance team (Mahnoor Siddiqui, Leena Alsaleh, and Hiba Ilyas) was one of the top 3 teams competing in the challenge.
- c. **Professional Certificate Examination:** Many Finance students take serious steps to sit for the CFA examination immediately after graduation or while at the COOP level. For example, in the last batch of the COOP program, 9 students passed CFA Level 1, before graduation with the BS in Finance. Additionally, many other students pass a local certificates issued by the Saudi capital Market authority (CMA) local institutions like CME level 1.

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## V. Research based learnings

- a. Based on the conviction of the Department of Finance to the importance of applied education, it is always keen to include an applied research project in all courses as one of the requirements for success in the course. The applied project focuses on addressing a case study from the Saudi reality through which the student applies what he/she learns from the course content. Students are exposed to:
- The use of important software in the financial and administrative field.
  - Identify the sources of information and data related to the research project.
  - The student makes a detailed presentation in front of his classmates, where the students interact with the various projects, which contributes to enhancing the educational process and expanding the students' knowledge.

All together leaves a significant positive impact on students' skills and building their capabilities needed for the labor market. This increases the employability rate of program graduates. Additionally, this enhances students' desire to continuously develop their skills and search for better chances and opportunities. Altogether results in sustainability in our graduates' employment status and enhance their competitive advantage relative to other graduates in the same field.

- b. Finance department supports the PSU in achieving the SDGs by providing all the needed support to the faculty members in doing research in the most earnest topics to shed light on the business and finance. This is empowering their classroom teaching with the required data and analysis to relate with financial industry, market changes, trends in the real time

as well as in the near future. In achieving this mission, finance department organise multiple seminars and workshops under the umbrella of the Research Committee of the department. These workshops and seminars allow both the students and faculty to explore the effects of applying new thought processes through study and testing. These has promoted the sustainable development approach of the faculty in exploring and formulating the theoretical framework for the analysis of the most advanced research areas.

*Appendix IV: List of the Research Workshops and Seminars arranged by the department during the AY 2020-2021 for the sustainable research development aiding the policy makers and managerial leadership.*

## **VI. Continuous Improvement and Future plans related to SDGs**

- a. New Program Structure (BS Finance):** In the continuous efforts of the PSU in the unique pathway of the development and sustainability of the education, BS. Finance fully supports the university in its mission by developing a curriculum framework equipping our graduates with all required skills and qualifications to meet the job market requirements at the local, regional and international levels. There is a paradigm shift in the overall framework of economies at the world level due to the outbreak of the COVID 19. Saudi economy witnessed a great acceleration in the use of modern technological systems during pandemic such as digital payment systems, electronic stores, electronic investment, digital currencies, and others. Advocating the holistic development of our students, BS. Finance program is undergoing a major curriculum review. The program restructuring is driven by five pillars: KSA Vision 2030, Benchmarking with recognized Relevant Professional Certificates,

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Benchmarking with Peer Universities (local, regional and international), Stakeholders Feedback – Program Advisory Board, Alumnus & Employers, and the results of the Assurance of Learning (AOL). BSc Finance program new proposed structure based on the recommendations reached by the above-mentioned analyses. The proposed structure includes adding new courses such as

- (i) Financial Modelling
- (ii) Finance Applied Lab
- (iii) Finance of Artificial Intelligence and FinTech
- (iv) Regulations of Applied and digital Finance
- (v) Financial Analysis and reporting
- (vi) Fixed income securities valuations
- (vii) Fundamentals of Islamic Finance
- (viii) Islamic Financing and Risk Management
- (ix) Financial Data Analysis.

The new proposed structure includes three tracks.

**Track I** FinTech and Financial Data Analysis

**Track II** Securities Valuation

**Track III** Real Estate

- b. Proposed Finance Research Lab:** As a continuous effort of the finance department in supporting PSU SDGs, Finance department has proposed a Finance Research Lab. Research has a very crucial role in promoting sustainable development. Research in finance and economics helps the researcher in exploring the contemporary issues and challenges in the



informed and rationale financial decision making at the individual, organisation, and community end. Thus, the growth of research enhances the growth and development of a financial and economic system. Four main themes were selected as the lab themes which are mapping with the key areas of priority in SDGs. They are as follows:

<u>Sr. No.</u>	<u>Lab Themes</u>
1	Banking and Fintech
2	Investment
3	Islamic Finance
4	Financial and Energy Economics

- c. **Establishment of Finance Computer Lab:** As a step for a continuous improvement to our finance program teaching approach and tools to promote sustainable development, department is proposing to enhance the hardware capacity of the Bloomberg Finance lab in both male and female campuses. Additionally, department is requesting teaching aids for finance lab like LCD screens for displays and scrolling stock tickers and educational posters. Finance lab with requested facilities will support the department in setting the outlook of the classroom turning it into one of the strongest pillars in adding the professional development of our students aligning with job market needs. Further, the department is in the process of updating the Curricula of the finance program, the new structure will include practical courses that need practical application in specialized computer software's and financial databases. A designated computer lab equipped with the latest software and educational tools will move forward the educational experience for our students.

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Thus, program contributes decisively to facilitate the PSU SDGS being a transformational agent in the higher education sector by increasing the knowledge, cognitive skills, values, attitudes, critical thinking of the future generations through our graduates making them live a more sustained life.

- d. Affiliation with Professional Bodies,** due to the department's great conviction of the importance of professional certificates in achieving sustainability for the opportunities for graduates of the Finance Program, the department is currently working to conclude qualitative agreements with professional bodies with a long standing reputation in the financial fields such as CFA and CQRM. These agreements will open the way for students to obtain the necessary professional certificates to sustain opportunities for graduates of the Finance Department.

*Appendix 1: List of courses offered by Finance department and the links of the updated course specifications*

Course Name	Evidence (Updated CS)
ECON101	<a href="https://drive.google.com/file/d/1e4ZUhY1ZdLPZ-Rg8FGsZHoVMW4RbIQp0/view?usp=sharing">https://drive.google.com/file/d/1e4ZUhY1ZdLPZ-Rg8FGsZHoVMW4RbIQp0/view?usp=sharing</a>
ECON103	<a href="https://drive.google.com/file/d/15ULN8IPoIRpu16UvoTkNJmLlfZb_pMdG/view?usp=sharing">https://drive.google.com/file/d/15ULN8IPoIRpu16UvoTkNJmLlfZb_pMdG/view?usp=sharing</a>
ECON207	<a href="https://drive.google.com/file/d/13pAZpsEljYo_tajuu7lyjyCVgw--BbQK/view?usp=sharing">https://drive.google.com/file/d/13pAZpsEljYo_tajuu7lyjyCVgw--BbQK/view?usp=sharing</a>
FIN301	<a href="https://drive.google.com/file/d/1BAxisDrd-uRZh_poZQqt4NP2POtYUzm/view?usp=sharing">https://drive.google.com/file/d/1BAxisDrd-uRZh_poZQqt4NP2POtYUzm/view?usp=sharing</a>
FIN330	<a href="https://drive.google.com/file/d/1pt-3o-t4UM1Cr_cFXAjbYk7Rij8F0h5j/view?usp=sharing">https://drive.google.com/file/d/1pt-3o-t4UM1Cr_cFXAjbYk7Rij8F0h5j/view?usp=sharing</a>
FIN340	<a href="https://drive.google.com/file/d/1_kvRDinqaK2E75bFubcBXPm9b-hgZnbj/view?usp=sharing">https://drive.google.com/file/d/1_kvRDinqaK2E75bFubcBXPm9b-hgZnbj/view?usp=sharing</a>
FIN350	<a href="https://drive.google.com/file/d/1fc2X_A3xV1TkWO_pAgei_1qPqJ5NGt3u/view?usp=sharing">https://drive.google.com/file/d/1fc2X_A3xV1TkWO_pAgei_1qPqJ5NGt3u/view?usp=sharing</a>
FIN360	<a href="https://drive.google.com/file/d/1H--P72r6bctcLGtlyVpD3uOZBsGveIF1/view?usp=sharing">https://drive.google.com/file/d/1H--P72r6bctcLGtlyVpD3uOZBsGveIF1/view?usp=sharing</a>
FIN370	<a href="https://drive.google.com/file/d/1wyG_mHPB1rZNdSZ4bOCOl-appBKlhbxA/view?usp=sharing">https://drive.google.com/file/d/1wyG_mHPB1rZNdSZ4bOCOl-appBKlhbxA/view?usp=sharing</a>
FIN380	<a href="https://drive.google.com/file/d/1YmpjkgV2Jdfv-XzK-9ZxtM5ItygpLaff/view?usp=sharing">https://drive.google.com/file/d/1YmpjkgV2Jdfv-XzK-9ZxtM5ItygpLaff/view?usp=sharing</a>
FIN450	<a href="https://drive.google.com/file/d/1xu81vFHEZ9aS7BJvf299wPbvP_Kj4ieX/view?usp=sharing">https://drive.google.com/file/d/1xu81vFHEZ9aS7BJvf299wPbvP_Kj4ieX/view?usp=sharing</a>
Fin 460	<a href="https://drive.google.com/file/d/1_xmW430DOb9uwEmaSzGy54yUJYyDVtCj/view?usp=sharing">https://drive.google.com/file/d/1_xmW430DOb9uwEmaSzGy54yUJYyDVtCj/view?usp=sharing</a>
FIN470	<a href="https://drive.google.com/file/d/1xu81vFHEZ9aS7BJvf299wPbvP_Kj4ieX/view?usp=sharing">https://drive.google.com/file/d/1xu81vFHEZ9aS7BJvf299wPbvP_Kj4ieX/view?usp=sharing</a>

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*Appendix II: List of events reflecting the engagement of the students and faculty in strengthening our community at large during the AY 2020-2021.*

**Event 1:**

**Workshop:** Entrepreneurship workshop series 1: Opportunity and recognition and innovation management

**Organized By :** Finance department Community Service and Social Impact Committee

**Date:** 11-Nov-2020

**Presenter:** Prof. Noor Azizan, Professor, Dr. Najia Saqib, Dr. Najib Khan, Assistant Professor,

**No. of Participants:** 106

**Brief Description**

Participants developed the understanding of the detailed involved in investigating an idea as a potential entrepreneurial venture, and the key business concepts and types of information required by investors and other stakeholders in assessing the marketability and viability of an innovative idea or product. The second part of the workshop was on innovation. In this part students were exposed to innovation from street innovation to hi-tech innovation. The speaker discussed on environment that support innovation and how innovation can change society lifestyles. This is we called disruptive innovation.

**Event 2:**

**Second Workshop: Financial Analysis for Entrepreneurs**

**Description:**

Participants will develop critical understanding and practical ability in developing a financial plan for the business opportunity. The aims of this workshop are:

1. To evaluate the usefulness of common financial accounting and performance measurement
2. To analyse and evaluate main business valuation issues emerging when dealing with family business,
3. To present and analyse the key challenges of personal finance for business owners.

**Date:** 17<sup>th</sup> of March, 2021

Time: 12-13.30pm

Venue: Virtual (google meet platform)

No. of Participants: 45

Speakers:

1. Dr. Priyanka Aggarwal
2. Dr. Rhada Boujlil



### Event 3:

#### Third Workshop: A winning Business Model Canvas and Feasibility Study

Description:

A business model describes the rationale of how an organization creates, delivers and captures value and is the basis of all your strategic decisions. A significant advantage of a solid business model is that it can give you a competitive edge over other companies in your industry. Implementing a unique business model can give your company a unique reputation in the marketplace. Business model canvas is a method in developing blue print or direction of a new venture or existing business.

The objectives:



1. Ability to substantially ideate, describe, evaluate and discuss a business model using the Business Model Canvas Business Model
2. Hands-on understanding of how to use personas and problem scenarios to articulate the Offer's key drivers
3. To develop feasibility study process for prototype

Date: 10<sup>th</sup> of March, 2021

Time: 12-13.30pm

Venue: Virtual (google meet platform)

No. of Participants: 45

Speakers:

Prof Noor Azlinna Azizan, Dr. Umara Noreen

#### ***Event 4:***

#### **Forth Workshop: Youth Unemployment: Problems and Possible Solutions in KSA**

Description:

The lecture was conducted by Dr. Najia Saqib. Various topics were discussed to widen the team's perception of the economy and the problems related to unemployment in the Kingdom of Saudi Arabia. Youth unemployment rates are unusually high in Saudi Arabia, especially among young women. Young people lack information about how to find jobs in the private sector given their limited experience in such work and small networks for finding opportunities. The process of developing their start-up solutions connected to this year's social issue focus on unemployment.



#### ***Event 5:***

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## Financial Essential Skills; How to Save and Improve Standard of Living

No. of Participants: 117

Date: 23/11/2020

In collaboration with CSCEC, Dr. Najia Saqib & Dr. Ivan Duran, have implemented an amount of a session of Webinar: Financial Essential Skills; How to Save and Improve Standard of Living. The main aim of this webinar is to provide knowledge about “SAVINGS”. Savings are the primary source of capital, which is the lifeblood of an economy. Presenters discussed several learning objectives in this webinar i.e., what is financial saving and standard of living? How does a higher savings rate lead to a higher standard of living? types of savings, two keys to successful savings, plan to save money, identify your irregular expenses, steps to a budget made easy, understand, and differentiate between short, medium- and long-term savings; statistical analysis of savings in kingdom of Saudi Arabia, create SMART (specific, measurable, achievable, realistic, and timed) saving goals

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*Appendix III: List of Students Clubs events which to inform and educate the students on global goals, drivers and contributors in sustainable development during the AY 2020-2021*

**Event 1:**

***Workshop: Financial Analysis and Planning for New Business***

***Organized by Entrepreneurship Club***

***Date: 14<sup>TH</sup> September 2020***

***Presenter: Rania Al Awm (CMA), the Director, Financial Planning and Analysis at Flynas***

***No. of Participants: 66 students***

**Brief Description**

***Entrepreneurship Club*** kicks off its series of workshops in the semester 201 by firstly organizing a “Financial analysis and planning for new business workshop”. The workshop was presented by Rania Al Awm (CMA), the Director, Financial Planning and Analysis at Flynas. She has more than 14 years of extensive experience in aviation and travel/ tourism industries where she is involved in long-term as well as short-term business plans, annual budget, forecasts, management reporting, accountability and managing more than 700 high volume customers’ accounts. Due to the current pandemic, the event was organized through Zoom at 12:00 pm – 1 pm. During the session, Ms Rania explained about financial planning and analysis, the scenario and sensitivity analyses, and the related financial planning and analysis tools. The event ended with a lively participation in the Questions and Answers session.



## **Event 2:**

**Workshop: Entrepreneurship is a Global Social Movement**

***Organized by Entrepreneurship Club***

***Date: 21st September 2020***

***Presenter: Dr. Dalal Alrubaishi, lecturer with Princess Nourah University***

**No. of Participants: 27 students**

### **Brief Description**

***Entrepreneurship Club*** organized its second workshop Titled “Entrepreneurship is a Global Social Movement”, the workshop was presented by Dr. Dalal Alrubaishi. Dr. Dalal is a lecturer with Princess Nourah University specializing in Entrepreneurship and Family Business. The event was conducted through Google. Dr. Dalal presented an overview of entrepreneurship in general and a focus on the progress of entrepreneurship in Saudi Arabia. She highlighted the importance of entrepreneurship and the process of becoming an entrepreneur. Her workshop concluded with answering questions from the enthusiastic participants.



### Event 3:

**Webinar: Valuation of a Target Company with the support of Bloomberg Terminal**

**Organized By: FIN470 Instructors – Event Planned by Dr. Priyanka Aggarwal**

**Date: 1st November 2020**

**Presenter: Ms. Mona A. Alblehed, CFA, Investment Manager – Rokayah Investments, PSU alumnus with Bachelor of Science in Finance, AY 2008-2013**

**No. of Participants: 50 students registered in FIN470 and CFA Research Challenge Participants**

### Brief Description

The webinar is delivered by Ms. Mona A. Alblehed, CFA, the investment manager of Rokayah Investment. She started the lecture by explaining the first step in choosing the target company for the portfolio, which is analyzing the macroeconomic, then move to the chosen company whether the company fits overall existing portfolio. Ms. Mona also gave the quick guide in analyzing the company, such as analyze the financial statements using the ratios, compare it to the peers, find the revenues and costs drivers, and find the analyst recommendations for buying, holding or selling the stock. She demonstrated how to do all the analysis and data retrieved from the Bloomberg



platform. The last part of the lecture was to analyze the company applying the DCF, DDM and Peer analysis methods. The lecture was very important and fruitful for both students to work on their projects and to get ready for the real-world job. It has been suggested to have more focused workshop on this area with Ms. Mona, such as financial modelling.



#### Event 4:

**Webinar: The Application of Financial & Technical Analysis: COVID19 Crisis**

**Organized By: FIN450 instructors – event was initiated by Dr. Umara Noreen**

**Date: 12<sup>th</sup> October 2020**

**Presenter: Mr. Ashar Saleem, CFA – Senior Analyst, Saudi Kuwaiti Finance House, Riyadh, KSA.**

**No. of Participants: 34 students**

#### Brief Description

To expose our graduates to the current investment environment, finance department always hold guest speakers for our students taking elective courses. Specially for FIN450 students, it is highly recommended to have the practitioner's voice before they land on professional grounds. During these special circumstances, webinar was arranged through google meet to offer the students practical implications of fundamental and technical analysis amid COVID 19 crisis. Session was highly relevant and beneficial for the students as they have just started with their term project. Mr.

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Ashar shared the valuable inputs for security selection, valuation and portfolio management based on behavioural finance aspect as well.

### **Event 5:**

**Workshop:** Entrepreneurship and invention

**Organized By** Entrepreneurship Club

**Date:** 22-Nov-2020

**Presenter:** Mr. Abdulaziz Al-Barak

**No. of Participants:** 30students

#### **Brief Description**

The objectives of the webinar are: 1. To inspire the students from his experience in starting a business. 2. To inform the students about the entrepreneurship field. The webinar was conducted through google meet and the speaker was Mr. Abdulaziz Al-Barak . He shares with the students his experiences with other business owner of restaurant to do cloud kitchen between a famous restaurant from burgers industry and merge it with pizza industry.



#### Event 6:

**Workshop:** Entrepreneurship and Economic Growth Workshop

**Organized By** Entrepreneurship Club

**Date:** 23-Nov-2020

**Presenter:** Ms. Hind Alkayat, Monsha'at

**No. of Participants:** 30students

#### Brief Description

The speaker is Ms. Hind alkayat from Monsha'at. The objective is to gain knowledge on the concept of Entrepreneurship and its link to Economic Growth. She was explaining the indicators with our students and explain it with examples to see it impacts in our industry and how it's reflects the economy. The webinar was conducted by using google meet.



#### Event 7:

**Workshop:** Turning an Idea into an Opportunity.




**Organized By Entrepreneurship Club****Date:** 24-Nov-2020**Presenter:** Mr Khalid AlRajhi**No. of Participants:** 45 students**Brief Description**

The speaker is Mr Khalid Alrajhi speaking about his way of turn any idea to valuable opportunity in the market. With his expertise he was negotiating our students to help them thinks in and outside the box to make their ideas an opportunity to go further with it and put it in action. The objectives of the webinar are 1. To gain knowledge on the real-life working field of an entrepreneur 2. To learn from the speaker's experience and accomplishment 3. To motivate students



*Appendix IV: List of the Research Workshops and Seminars arranged by the department during the AY 2020-2021 for the sustainable research development aiding the policy makers and managerial leadership.*

<b>First Finance Workshop</b>	The First Finance Department Workshop was conducted virtually via Google Meet on Wednesday, 25th November 2020. The topic of the workshop was "Need for Volatility Modelling in Financial Decision Making" and it was presented by Dr Sayed Jawad Shahzad - (Associate Professor Montpellier University France, Editor, Guest Editor and Topic Editor for several highly ranked journals). The workshop participants have learned about new techniques of volatility modelling and asked several questions from the speaker at the end of the workshop.
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 <p><b>First Finance Workshop</b></p> <p>Nov., 22, 2020 3.00pm-4.30pm Riyadh Time Virtual workshop</p> <p><i>Google Meet</i></p> <p><b>Need for volatility modelling in financial decision making</b></p> <p><b>Guest speaker:</b> Dr. Jawad Syed Shahzad</p>	
<p><b>Second Finance Workshop</b></p>  <p><b>2<sup>nd</sup> Research Workshop</b></p> <p>Frontiers of Fintech Research: Editorial Perspective</p> <p>February, 9, 2021 4.00pm-5.30pm Virtual</p> <p><b>Guest speaker:</b> Larisa YAROVAYA, Ph.D. Southampton Business School, UK</p>	<p>The Second Research Workshop was conducted on Tuesday, 9 February 2021 by the Guest Speaker, Dr. Larisa Yarovaya from Southampton University, UK. She talked about frontiers in Fintech Research from an Editorial Perspective. Dr. Larisa Yarovaya is The Program Director of BSc Finance, Deputy Head of the centre for Digital finance at Southampton University, UK. She is also Associate Editor and Subject Editor of several finance journals. Her research interests are mainly focused on international finance, cryptocurrencies, commodities. The workshop participants have learned about frontiers in Fintech research and asked several questions from the speaker at the end of the workshop.</p>
<p><b>Third Research Workshop</b></p>  <p><b>Third Research E-Workshop</b></p> <p>March, 2<sup>nd</sup>, 2021 4.00pm-5.30pm Riyadh Time Virtual workshop</p> <p><b>Scopus Journals indexing criteria and selecting the right journal to submit your manuscript</b></p> <p><b>Guest speaker:</b> Wael Mansour RIBA - Regional Consultant Research Intelligence Middle East &amp; Turkey - CLAYTON</p>	<p>The Third Research Workshop was conducted on 2 March 2021 by the Guest Speaker, Mr. Wael Mansour who is Regional Consultant for Research Intelligence Middle East &amp; Turkey, Elsevier. Mr. Wael is MBA graduate and works as a customer consultant for the research management products in the region of Turkey, Middle East and Central Asia. In the workshop he explained about the journal indexing criteria of Scopus and about how to select the right journal to submit your manuscript.</p>
<p><b>Fourth Research Workshop</b></p>	<p>The Four Research Workshop was conducted on 22 April 2021 by the guest speaker, Prof. Avanidhar Subrahmanyam from UCLA Anderson School of management – USA. He is expert in behavioural finance and economics spoke about topic of Big Data in Finance: Evidence and Challenges. His current research covers behavioural theories of asset</p>



 <p><b>Fourth Research E-Workshop</b></p> <p>April 22, 2021 8:00 pm - 9:30 pm Riyadh Time Virtual workshop</p> <p><b>Paper Title:</b> Big Data in Finance: Evidence and Applications</p> <p><b>Guest speakers:</b></p> <ul style="list-style-type: none"> <li>Ph.D. Finance - UCLA Anderson School of Management - USA</li> <li>Expert in Behavioral Finance and Markets</li> <li>Current research: Behavioral Finance, market pricing, trading instruments &amp; strategies</li> <li>Previous research: Financial Markets, market pricing, trading instruments &amp; strategies</li> <li>Research interest: Capital markets, market pricing, trading instruments &amp; strategies</li> <li>Research interest: Capital markets, market pricing, trading instruments &amp; strategies</li> </ul>	<p>pricing, trading environment, cost of capital. He is co-editor Journal of Financial Markets &amp; Review of Financial Studies. He has published several papers in highly ranked journals and is also member of Microstructure Research Group (NBER). The workshop participants have learned about role of Big Data in Finance.</p>
<p><b>The 1st Finance Research Seminar</b></p>  <p><b>Finance Research Seminar</b></p> <p>Oct. 29, 2020 12:00-12:30 pm Virtual meeting</p> <p><b>Paper title:</b> Impact of the COVID-19 outbreak and its related announcements on the Chinese conventional and Islamic stock connectedness</p> <p>Chander Alotaibi, Alotaibi, Ameen Alotaibi, Ameen Alotaibi, Ameen Alotaibi</p>	<p>Finance Research Committee organized the 1st Finance Research Seminars, members of Islamic finance research group presented their paper entitled “Impact of the COVID-19 outbreak and its related announcements on the Chinese conventional and Islamic stock’ connectedness”. After presentation there was a Q &amp; A session where participants asked various question to the presenters about their paper and provided some feedback.</p>
<p><b>The 2nd Finance Research Seminar</b></p>  <p><b>Finance Research Seminar 02-20</b></p> <p>November 30, 2020 12:00-12:30 pm Google Meet Link Virtual meeting</p> <p><b>Paper 1</b> The Effect of Foreign Direct Investment on The Unemployment Rate in Saudi Arabia</p> <p>Dr. Kolthoom ALKOFACHI Finance Department CBS, Prince Sultan University</p>	<p>The 2nd Finance Research Seminar was conducted on Monday, 30 November 2020 and there were two papers presented during seminar and The Effect of Foreign Direct Investment“ :details are as follows: Paper 1 Unemployment Rate in Saudi Arabia” by Dr. Kolthoom on the :Alkofahi. Finance Department, CBA, Prince Sultan University. Paper 2 Have a Single or The Dual Mandate Debate: Should Central Banks “ , by Dr. Najib Khan, Finance Department, CBAMultiple Objectives?” there was a Q &amp; A session Prince Sultan University. After presentation where participants asked various question to the presenters about their paper and provided some feedback.</p>



# SUSTAINABLE DEVELOPMENT GOALS

## Accomplishment Report Sustainable Development Goals #17 SDG #17 Partnership for the goals AY 2020-2021



### EXPLORE IMPACT RANKINGS FOR INDIVIDUAL SDGS



This report provides direct evidence of the Accounting Program commitments towards the SDG goals, in particular, SDG #17 (Partnership for the goals). Our pursuit of providing quality and meaningful education in alignment of the SDG policies and goals can be categorized into two aspects. First, we have a dedicated course (ACC472) that addresses sustainability and the SDGs, and second, we engaged our faculties with educational outreach activities involving the wider community through two clinics in AY2020-2021.

### 1. Refining ACC472: Professional Practices in Ethics and Accounting to incorporate sustainability elements

Many aspects of sustainability are emphasised in the accounting program but was never a direct attribute of a course. However, following a recommendation by the Accounting Advisory Board, through their board meeting dated 28<sup>th</sup> January 2021 (*refer to Agenda Item #6 – Advisory Board Members’ Feedback on Curricula, 2<sup>nd</sup> Accounting Advisory Board Meeting Notes dated 28<sup>th</sup> January 2021*), the curriculum committee, in their own council meeting approved (refer Figure 1 below) as part of the minor curriculum changes to the Accounting capstone course, ACC472 to incorporate the sustainability topic in the form of environmental, social and governance (ESG) elements.

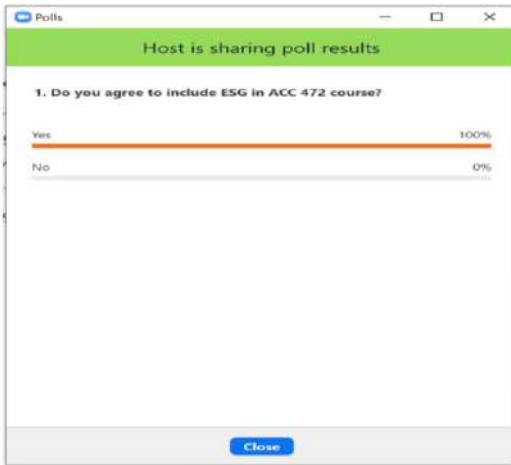
Topic 1: To approve the ESG reporting component in ACC472		
Discussion	<p>Prof Nurunnabi presented the outcome of the meeting held with ACC472 course group dated 13<sup>th</sup> February 2021 attended by himself, Professor Bakre, Dr Meriam Mejri and Dr Sheela.</p> <p>One important agenda for their meeting was to address the recommendation made by the advisory board members following the Advisory Board meeting dated 28<sup>th</sup> January 2021 (<i>refer to Agenda Item #6 – Advisory Board Members’ Feedback on Curricula</i>). The Advisory board members proposed for the inclusion of the non-financial reporting aspects, particularly, involving environmental, social and governance (ESG) reporting into the Accounting curriculum.</p> <p>Responding to this suggestion, the earlier meeting between Professor Nurunnabi, Dr Sheela, Prof Bakre and Dr Meriam had discussed the viability of including the ESG reporting in the ACC472 course specifically and now seeking the curriculum committee members’ approval on this matter.</p>	
		
Recommended Action	Person Responsible	Deadline
All faculty members approved the decision (as indicated by the poll results above).	Course leader of ACC472	Semester 211

Figure 1: Excerpt from the Curriculum Council meeting dated 14<sup>th</sup> February 2021, approving the ESG element to be taught in ACC472.

As such, the ACC472 course specification is revised and refined to incorporate ESG topic in the course content (refer Figure 2 below).

	-Positivism									6
	-Interpretive									
	-Critical Theories									
5	<b>The Bootcamp #1 (Real cases):</b> -Industry expert SABIC -ESG (non-financial reporting)  <b>Relevant Reading:</b> SDG (sustainable development goals) <a href="https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/non-financial-reporting_en">https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/non-financial-reporting_en</a>	CLO 1.2								6
6	<b>Bootcamp 2: Arabic Financial</b>	CLO								3

Figure 2: Excerpt from Course Specification ACC472 showing the ESG element incorporated in the course content.

## 2. Community Outreach activities

Another way the Accounting Department intends to contribute towards the SDG goal is by engaging our faculties and students in community outreach activities. Our commitments towards social responsibility and engagement is manifested in the **Department of Accounting Strategic Plan 2018-2023: Theme 5 – Engagement and Social Responsibility:**

Accounting Unit		CBA	PSU
<b>Theme 1</b>	<b>SUCCESSFUL STUDENT OUTCOME</b>		
Goal 3	Create students' awareness of accounting program opportunities		Theme 6: Goal 1
Objective 1	To lead an effective marketing and promotion campaign		
<b>Theme 5</b>	<b>ENGAGEMENT &amp; SOCIAL RESPONSIBILITY</b>		
Goal 1	Create mutually beneficial community relationship which enhances student and faculty experiences	Strategic Goal 5	Theme 4: Goal 1
Objective 1	To maximize student and faculty engagement in community service activities		
<b>Theme 6</b>	<b>GLOBAL COMPETENCIES &amp; INTERNATIONALIZATION</b>		
Goal 1	Continue to strengthen global perspectives and internationalization	Strategic Goal 6	Theme 4: Goal 2, Theme 2: Goal 1
Objective 1	To augment internationalizing accounting curricula		
Objective 2	To maintain and seek accreditation for quality assurance & internationalization		

Figure 3: Excerpt of Accounting Department Strategic Plan 2018-2023

We monitor the achievement of this goal 1, Theme 5 of the Accounting Strategic Plan through numerous KPIs, such as, *percentage of faculty contributing to community service activities and percentage of students contributing to community service activities*. For the faculty engagement, in AY 2020-2021, we organized two clinics for the accounting faculties spearheaded by the Community Outreach Committee:

- (1) Financial literacy for women in business
- (2) Zakat and Tax clinic.

Both clinics are the direct evidence of our commitment to provide educational outreach activities for the wider community, a notable SDG action points.





# FINANCIAL LITERACY FOR WOMEN IN BUSINESS

The Department of Accounting at Prince Sultan University strives hard to provide support for women-led micro, small and medium-sized businesses from different sectors and contribute to sustainable economic growth in Saudi Arabia aligning with Vision 2030.

## Mission

Our mission is to create an innovative academic environment to promote excellence in business education, research, and services in the Kingdom of Saudi Arabia, through a commitment to quality and continuous improvement, in accordance with international standards.

## What we offer

- ✓ Business Knowledge
- ✓ Managing Finance
- ✓ Recovery Plan for Coronavirus business interruption Model
- ✓ Risk Management
- ✓ Business advice on Growth
- ✓ Access to finance
- ✓ Women in Business Seminars
- ✓ Industry expert Session



FINANCIAL LITERACY  
FOR WOMEN IN  
BUSINESS

## Our Team

Ms. Aljoharah Alshaikh, , Director  
Mr. Olitah Vazhayil Abdul Faizal,  
Co-Director

## Faculty Advisors

Dr. Basiem K Al-Shattarat  
Dr. Kamilah S. Kamaludin  
Dr. Mariem Mejri  
Dr. Samar Elsayad  
Dr. Sheela Sundarasan  
Dr. Zayyad Abdul-Baki  
Mr. Mounir Mohamed Abdin  
Professor Francisco Bastida  
Professor Mohammad Nurunnabi  
Professor Owolabi Bakre  
Dr. Wafa Al-Nasrullah  
(Honorary Advisor)

## Clinic Date and Time

Date	Time
28 January 2021	2 pm – 4 pm
25 February 2021	2 pm – 4 pm
30 March 2021	2 pm – 4 pm
29 April 2021	2 pm – 4 pm



## Accreditation



## Contact

Department of Accounting  
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Riyadh 11586, Saudi Arabia  
+966 566443334  
ashaikh@psu.edu.sa  
Ovafaizal@psu.edu.sa

Figure 4: Flyer of Community Outreach Activity #1 – Financial Literacy for Women in Business



Figure 5: Flyer of Community Outreach Activity # 2 – Zakat and Tax Clinic

**Attachments:**

- 001 Meeting Notes, 28<sup>th</sup> January 2021, Accounting Advisory Board Meeting
- 002 Meeting Note, 14<sup>th</sup> February 2021, Accounting Department Council Meeting
- 003 Course Specification ACC472
- 004 Summary report on Financial Literacy of Women in Business



**001 Meeting Notes, 28<sup>th</sup> January 2021,  
Accounting Advisory Board Meeting**



## 2<sup>nd</sup> Accounting Advisory Board

# MEETING MINUTES 2021



**Date:** 28 January 2021

**Time:** 5:00 pm – 6:30 pm

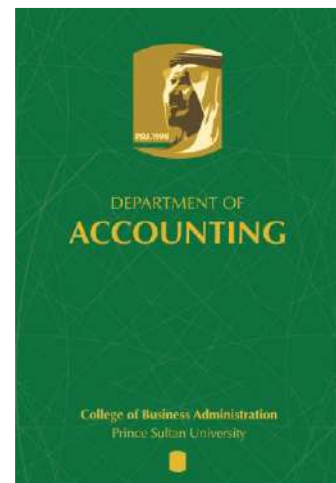
**Venue:** Virtual Meeting (ZOOM)

**Facilitator:** Professor Mohammad Nurunnabi

**Confirmed**

### Attendees (Advisory Board Members)

1. Ms Esraa Albuti (Partner, EY, Saudi Arabia)
2. Mr Muhammad Farhan (STC Account Director, KPMG, Saudi Arabia)
3. Ms Reema A Aref (Senior Manager, EY, Saudi Arabia)
4. Ms Manar AlShmass, SOCPA (Assistant Manager, EY, Saudi Arabia)
5. Mr Fahad Aldossari (Audit Partner, KPMG, Saudi Arabia)
6. Ms Gabriella Kusz, MBA, MPP, CPA, CGMA (Board of Directors, Global Digital Asset & Cryptocurrency Association; IFAC, United States)
7. Dr Eva Jermakowicz, PhD, CPA (Professor, Tennessee State University, United States)
8. Dr Han Donker, PhD (Professor, Central Washington University, United States)
9. Dr Raef Lawson (IMA Vice President-Research & Policy and Professor-in-Residence, Institute of Management Accountants (IMA), United States)
10. Mr Michael Armstrong (Regional Director – MEASA, Institute of Chartered Accountants in England and Wales (ICAEW), United Kingdom)



### Absent (with apologies) (Advisory Board Members)

1. Mr Saleh Al Deraan (Director of Large Tax Payer's Administration, General Authority of Zakat and Tax, Saudi Arabia)
2. Ms Norah Al Khalaf, CFE (VAT Auditor General Authority of Zakat and Tax, Saudi Arabia)
3. Mr Youssef M. Elsekaily, CFA, CPA, CMA (Investment & Business Advisory Manager, King Faisal Specialist Hospital and Research Centre, Saudi Arabia)
4. Mr Khalid Mahdhar (Partner, PricewaterhouseCoopers, Saudi Arabia)
5. Ms Reem H. Alzahrani (Accounting Analys, Zakat & Tax, STC, Saudi Arabia)

### Two New Members for 2021 (Advisory Board Members)

1. Dr Ahmed Al-Meghames (CEO, Saudi Organization for Certified Public Accountants (SOCPA), Saudi Arabia)
2. Mr Andrew Harding (Chief Executive of the Management Accounting PU, Association of International Certified Professional Accountants (AICPA), United Kingdom)

# AGENDA

No.	Agenda Item	Presenter
1	Welcome to Accounting Advisory Board Members	Professor Mohammad Nurunnabi
2	Newly Revised Accounting Curricula, Tracks and Certifications	Professor Mohammad Nurunnabi
3	Societal Impact Initiatives	Professor Mohammad Nurunnabi
4	AACSB Accounting Accreditation Update	Professor Mohammad Nurunnabi
5	Strategic Plan Accomplishments 2019-20	Professor Mohammad Nurunnabi
6	Advisory Board Members' Feedback on Curricula	Professor Mohammad Nurunnabi
7	Industry Experts from your organization	Professor Mohammad Nurunnabi
8	Research and Funding Discussion	Professor Mohammad Nurunnabi
9	Any other agenda	Professor Mohammad Nurunnabi

Topic 1 Welcome to Accounting Advisory Board Members		
Discussion	Professor Mohammad Nurunnabi, Chair, Department of Accounting welcomed all the Accounting Advisory Board members attending the 2 <sup>nd</sup> Accounting Advisory Board meeting 2021. He extended his highest appreciations to the Advisory Board members who were present. All board members introduced themselves.	
Deadline	Recommended Action	Person Responsible
	None	

Topic 2 Newly Revised Accounting Curricula, Tracks and Certifications	
Discussion	<p>Professor Mohammad Nurunnabi, Chair, Department of Accounting welcomed all the Accounting Advisory Board members attending the 2<sup>nd</sup> Accounting Advisory Board meeting 2021. He extended his highest appreciations to the Advisory Board members who were present. All board members introduced themselves.</p> <ul style="list-style-type: none"> <li>Dr. Raef Lawson from IMA asked about the previously the department has one faculty member from the US and he guessed there was a faculty change. Prof. Mohammad replied that the faculty from US recently passed away (Mr. Mounir Abdin, Senior Lecturer of Accounting) and it was a great loss for the accounting family. Prof. Mohammad also mentioned that Mr Mounir Abdin served in Saudi over 30 years. All members of the advisory board expressed their deepest condolences for the great loss and their thoughts are with the accounting family during this time of mourning.</li> </ul>

- In terms of **Graduation Rate**, Dr. Raef Lawson said that he was first surprised, the low number of graduates, given the programs like 200 plus students. He thinks that this might be due to heavily weighted towards the entry level, the juniors and sophomores.

Dr. Han Donker from Central Washington University also said that this is because of high level of recent enrollments in entry level.

Prof. Mohammad said that the graduation rate is low because all students had to go through the PYP program (Preparatory Year Program) and for year degree program. So theoretically, students spent five years to complete the program.

- Regarding the **Employability in Big Four**, Prof. Mohammad said that the 59% graduates are employed in big four accountancy firms, in particular, 37% in the EY.

Mr Michael Armstrong from the ICAEW asked “I noticed that you had significant success putting around 60 percent of graduates with the big four firms who obviously were anxious to recruit your talent. I'm just wondering how you've managed to play so many with Ernst and Young and whether the other firms will also be encouraged going forward?”

Additionally, Mr Fahad Aldossari from the KPMG also asked the alumni number is accumulative or a specific year.

Prof. Mohammad said that PSU had a strong collaboration with EY, and also the graduates are willing to join EY because they have higher market share in accounting industry in Saudi Arabia. Mr Michael Armstrong then echoed that the EY is the most dominant firms in Saudi Arabia. The employability of alumni percentage is based on the all alumni from the inception of the program (from 2004-2005).

- Regarding **Internship**, Mr Fahad Aldossari from the KPMG asked whether the internship is only in summer and available in the last semester or not, Prof. Mohammad replied that internship is available throughout the year including summer. The internship is available in the last semester according to the degree plan.
- Regarding the impact of COVID-19 on **Internships and Employability as per the KPI in Accounting Strategic Plan Accomplishment 2019-2020**, Prof. Mohammad highlighted that in general the employability rate is 100% however because of the COVID-19 the employability rate was 74% in 2019-20. This was because big four firms instituted a hiring freeze in the third and fourth quarter of 2020.

Ms Esraa Albuti from the EY said that “I'm very happy to see that the majority of your students are at EY and we have been really honored to have graduated from Prince Sultan University.” She also said that the hiring of EY in Saudi Arabia is open now, and available in the EY website and the EY is also announcing on LinkedIn.

Mr Muhammad Farhan from KPMG said that the KPMG was not receiving enough CVs for internships and recruitment from Prince Sultan University and hence there is an opportunity to work on that. Prof. Mohammad asked for a separate meeting with the KPMG team and Mr Fahad Aldossari from the KPMG said that “I think it's a

## Topic 2

## Newly Revised Accounting Curricula, Tracks and Certifications

reasonable I think it's not that high number and I think it's worth to have a session between KPMG and PSU to understand what is the needs”.

Dr Eva Jermakowicz from Tennessee State University highlighted that one of the important areas for **AACSB accreditation is placement of students**. She asked “Do all of them get a job and the end to where you. I saw the slide about the big accounting firms, but do you keep details?”,

Prof. Mohammad replied that Alumni Database will be shared to the board in the 3d Accounting Advisory Board meeting.

- Regarding the **two tracks of Accounting Program**, Prof. Mohammad highlighted that there are two tracks available – ‘Zakat and Tax’, and ‘Analytics and Digital Auditing’. There are eight international professional certifications are embedded in the curricula (six mandatory and two voluntary). He also highlighted that the **AICPA and PSU collaboration on Learning Platform and Data Analytics is the first in the world**.

Dr Raef Lawson from the IMA said that based on the 1<sup>st</sup> Accounting Advisory Board Meeting if there is any plan to have a track in Management Accounting.

Prof. Mohammad replied that CMA Part I and PART II are equivalent three cost accounting courses and embedded in the curricula including teaching and learning materials from Wiley (Wiley CMAexcel Learning System). However, in terms of new tracks, this is not possible due to the university regulation of not more than two tracks for a program. He also said that since the program is growing and if there is a more demand in the market, the department will consider in opening the track in future. The accounting program is based on the market driven curricula. He pointed out that the minister of Ministry of Human Resources and Social Development – HE Ahmad bin Sulaiman Alrajhi announced the Saudi 30% of accounting jobs to be Saudized; 9,800 more jobs for Saudis. According to the decision on nationalizing accounting professions, Saudi accountants are required to obtain professional accreditation from the Saudi Organization for Certified Public Accountants (SOCPA). So, the accounting is a very growing industry in Saudi Arabia now than ever before.

Regarding **Analytics and Digital Auditing track**, Mr Michael Armstrong from the ICAEW asked “I noticed that in the year three you do have, of course, in auditing and assurance. Yes. And just and I also know this track two in year four, which relates to data or digital auditing analytics. Do you foresee that auditing developers will develop to such an extent where data analytics, big data would actually be the lion's share of any auditing course and they need and will need to evolve into a sort of basic auditing course going forward?”

Prof. Mohammad replied that based on the feedback of the stakeholders the new curricula have a basic audit course including Certificate in International Auditing. The Track course includes (ACC 443 - Big Data & Artificial Intelligence for Accounting; ACC 444 - Forensic Accounting & Cyber Security; and ACC 445 - Digital Auditing). This track includes three certificates from the AICPA - Data Analysis Fundamentals; Data Visualization; Fundamentals of Forensic Accounting).

Regarding the **IT applications in Curricula**, Dr Raef Lawson from the IMA said that “Perhaps just most schools are incorporating, say, some data visualization tools such

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## Newly Revised Accounting Curricula, Tracks and Certifications

as Tableau. If you're talking about big data, I mean, Excel maxes out at, what, a billion rows and slows down way before that. A lot of our python are being incorporated curricular now. So, you know, we all love Excel, but especially throughout the profession. I think I wish you had the tools we need.”

Dr. Han Donker from Central Washington University also commented that they use Tableau, R software at Central Washington University for data analytics. He suggested that databases of resources for faculty and students may attract and is easier to recruit accounting faculty and students as well.

Mr Michael Armstrong from the ICAEW asked “do you liaise with the employers, particularly the big four, because I would imagine they already have the data analytics software in place and it might be useful to align with what's being taught at the university with what the employers are actually thinking about and using, because obviously there's generally that criticism that when people come out of university, they're not employable. So, I just think that that might be something to look at.”

For **Big Four experience**, Mr Muhammad Farhan from KPMG said that, “I think in terms of software, if I may make a comment, it's evolving right now. I'll give you a couple of examples, for example, in terms of the PDF or the PowerPoint. Now we are exploring interactive PowerPoint also for the presentation. And in terms of report, I think we are looking for Cosmos, which is KPMG designed software for the report writing and the report extraction and sharing the report with the clients on cloud also for audit. We have our audit, which is a very customized in terms of the audit or automation of the auditing, even for the carbon tax and the various software which are being developed and being evaluated in order to automate the withholding tax, automate as a cost of the court filing on a monthly basis to be consistent. And in terms of data analytics, there are multiple software which are in market, and I think it's something new relatively. And we are exploring in the next one or two years. I think we will be able to collaborate on a couple of software on the data analytics side as well. But it's good actually that we are discussing and I was actually waiting for everyone to give me a chance to talk about that of what has been taught in the universities around the globe. Also, on the data analytics side and on the automation, side is still being evolved. And different companies are using a different kind of software and trying to customize based on their requirement. But I think the next one or two years we'll see a lot of consistency in terms of software.”

Ms Gabriella Kusz said that “Like having worked with the accounting education standards work and helped do some reform of curriculum. I very much agree on the usefulness and importance of incorporating software programming and even coding skills into some of the work that you're doing. We see that as a key area that employers are looking for. And it may be something that helps to even put your candidate a bit over the mark, but makes them even more attractive in the workplace. As we look at the transition of individuals with accounting degrees and certifications into more of an advisory services role, as well as in terms of promotion potential over time. So, I think it's important to consider and reflect on not only what will get that new graduate hired immediately, but what skills and abilities will help that person progress to the higher echelons of using Tableau or our pipeline or having the skills to do that type of coding, there will be a strong, I think, transformation in the industry. But having those skills will help keep those people relevant and employed in the long term.”



Topic 2 Newly Revised Accounting Curricula, Tracks and Certifications		
	<p>Prof. Mohammad appreciated the members for their comments and replied that the table has been updated and AICPA Excel Dashboard; ERP (odoo software) (<a href="https://www.odoo.com/">https://www.odoo.com/</a>), AICPA Excel Dashboard (Balanced Scorecard), Power BI; Excel (Pivot Tables, V-lookup) AICPA Certificates: (Data Analysis Fundamentals Certificate and Data visualization Certificate, Fundamentals of Forensic Accounting Certificate) have been incorporated in the newly revised curricula. Prof. Mohammad mentioned that Annual Professional Certifications Data and Report will be prepared annually.</p>	
Deadline	Recommended Action	Person Responsible
30 April 2021	The detailed analysis of the graduation rate, overall statistics of the updated alumni including year by year (big four firms), Alumni Database, Annual Alumni and Employer Event will be provided in the 3 <sup>rd</sup> Accounting Advisory Board Meeting.	Prof. Mohammad Nurunnabi Ms. AlJoharah AlShaikh
30 April 2021	The internship opportunities and Recruitment meeting with KPMG and EY	Prof, Mohammad Nurunnabi COOP Office Internship Supervisors
31 Dec 2021	Annual Professional Certifications Data and Report and the usage of technology report	Dr. Samar Elsayad
31 Dec 2021	Software Applications Discussion with KPMG and EY	Dr. Samar Elsayad

Topic 3 Societal Impact Initiatives		
Discussion	<p>Prof. Mohammad shared to the Advisory Board that there two societal initiatives were introduced following the SDG 2030 and Vision 2030. Both Clinics will be run by faculty and students. The objective is to support local SMEs and women-led businesses,</p> <ul style="list-style-type: none"> <li>Financial Literacy for Women in Business (SDG 5) <a href="https://www.psu.edu.sa/en/CBA/financial-literacy-for-women-in-business">https://www.psu.edu.sa/en/CBA/financial-literacy-for-women-in-business</a></li> <li>Zakat and Tax Clinic (SDG 8) <a href="https://www.psu.edu.sa/en/CBA/zakat-and-tax-clinic">https://www.psu.edu.sa/en/CBA/zakat-and-tax-clinic</a></li> </ul>	
Deadline	Recommended Action	Person Responsible
31 Dec 2021	Annual Impact Report will be prepared	Ms Aljoharah Alshaikh Mr. OVA Faizal Ms. Areej AlSukayt

Topic 4 AACSB Accounting Accreditation Update		
Discussion	<p>Prof. Mohammad discussed the update of AACSB Accounting Accreditation. He said only 12 of 190 schools were accounting accredited outside the United States. He said only four schools from Saudi Arabia were AACSB Business Accredited but none of them accredited for separate Accounting. This accreditation will certainly enhance the competitive advantage in the Saudi and the Middle East as well.</p> <p>He highlighted that the final Accounting Self-Evaluation Report will be submitted to the AACSB by first week of February 2021 with all relevant evidences. <b>The Peer Review Team (PRT) visit will be from 14 to 17 June 2020.</b> As part of the accreditation, he asked about the availability of some advisory members on 14 June and the timing will be communicated by April 30.</p>	

Topic 4 AACSB Accounting Accreditation Update		
Ms Gabriella Kusz from the IFAC acknowledged the		
Deadline	Recommended Action	Person Responsible
30 April, 2021	Invitation for AACSB PRT Visit Discussion Session with Accounting Advisory Members	Prof, Mohammad Nurunnabi

Topic 5 Strategic Plan Accomplishments 2019-20	
Discussion	<p>Prof. Mohammad presented the Strategic Plan Accomplishments for AY 2019-20. He also discussed the Key performance Indicators of 2019-20 highlighting that the most of the areas were improving.</p> <p>Regarding the <b>recruitment of faculty</b>, Mr Fahad Aldossari from the KPMG pointed out that there is an opportunity in the COVID-19 to bring international faculty since the universities continue to pursue studies through remote learning. Prof. Mohammad replied that he agreed this point and highlighted that two faculties in Accounting Department was teaching remotely from Spain and Australia. Prof. Mohammad also highlighted that four faculties including two professors were recruited during the pandemic despite many universities instituted a hiring freeze and thanked the College of Business Administration Management and University higher management.</p> <p>Regarding the <b>number of KPIs</b>, Dr Raef Lawson from the IMA asked that “KPI's I think you said they were forty-four of them. And I see thirty on this sheet. And I'm wondering there overlap or what happened to the other 14.”</p> <p>Prof. Mohammad said that the Department of Accounting utilizes 22 KPIs provided by the NCAAA and an additional 8 KPIs from the Accounting Strategic Plan. The rest of the 14 KPIs form the CBA Strategic Plan.</p> <p>Regarding the <b>faculty members' contribution to research (KPI-P-14: Proportion of PhD holders contributing to research in a calendar year)</b>, Dr Raef Lawson from the IMA asked that “I'm looking at the precise proportion of the holes contributing to research. I know what you're to have every PhD holder published once annually. And which I mean, you're doing incredibly well, 100 percent last year. And I'm wondering if to decline to fifty six percent was due to COVID-19 or what precipitated this huge decline in publications?”</p> <p>Prof. Mohammad replied that the several faculty members were recruited recently and due to the COVID-19 there was a decline in publication. However, the department's research committee is preparing an action plan on involving junior faculties to do collaborative research, research seminar series, mentoring and joint research projects.</p> <p>Regarding <b>Research Resources and Conference facilities and endowment funds</b>, Dr. Han Donker from Central Washington University said that “You know, impact has become more and more important for AACSB. I want to see research that have an impact on society. I noticed that your department has a surplus. So, I was wondering, are you able to use that surplus for research resources for faculty? Can you reinvest that, that they, you know, get more resources to do research like summer research or databases or go to conferences? So,</p>

Topic 5 Strategic Plan Accomplishments 2019-20		
	<p>do you offer those opportunities to use your own surplus for those kinds of activities? And my follow up question is, do you have also endowment funds, you know, that's going to help faculty to do research?"</p> <p>Prof. Mohammad replied that PSU is a small university and follows a central financial management approach. All faculties receive the financial supports for research from the university including publication fees and incentives per publication.</p> <p>He also highlighted that there is very limited scope for endowment funds in the Middle East including Saudi Arabia.</p> <p>Regarding <b>Open Access Research Publications</b>, Dr Raef Lawson from the IMA asked that why many publications are published open access journals and whether any of the faculty members are in the review board of those journals.</p> <p>Prof. Mohammad replied that that the traditional journals take many months for the reviewing process. On the other hand, the turnaround of review process for open access journals are quick. The university also encourages and supports the faculty to publish in open access journal and support publication fees. He also said that the higher number publications in open access journals were not because of faculty members' involvement in the editorial board. He said that he is the guest editor of a special issue and his own articles are handled by different editorial members.</p>	
Deadline	Recommended Action	Person Responsible
31 Dec 2021	All 44 KPIs including Department of Accounting (30 KPIs) and the CBA Strategic Plan related KPIs will be submitted in the 3 <sup>rd</sup> Accounting Advisory Board Meeting	Prof. Mohammad Nurunnabi
31 Dec 2021	Increase faculty members' contribution to research	Research Committee

Topic 6 Advisory Board Members' Feedback on Curricula	
Discussion	<p>Prof. Mohammad highlighted that the newly revised curricula contain eight certifications (six mandatory and two voluntary) and asked the feedback on curricula.</p> <p>Regarding <b>Non-financial Reporting and ESG integration in the curricula</b>, Ms Gabriella Kusz from the IFAC highlighted that "I like the idea of international exposure and ICAEW collaboration as well as AACSB Accounting Accreditation and the potential for students with CPAs or accounting and auditing degrees to move forward in the emerging field of non-financial reporting and auditing. Though, as you may know, the International Federation of Accountants (IFAC) and many of the other standard setting boards have come forward and had a call to action for the creation of a Sustainability Reporting Standards Board. And once a clear global set of standards is developed, this is one of the prerequisites for the application of international standards of auditing and in particular, as various stock exchanges and perhaps even your own regulators have begun to consider what elements of non-financial reporting would be made compulsory or mandatory as a listing requirement or for a public interest entity. There will be a role for accountants and auditors who are professionally qualified to provide either assurance, agreed upon services or any other number of test support to this emerging field. And so, it may be helpful, even if integrated, into part of the coursework that you have already outlined to reflect on and consider maybe just a one-week reflection, you know, non-financial reporting of information and audits on that."</p>

Topic 6	Advisory Board Members' Feedback on Curricula
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Ms Gabriella Kusz from the IFAC highlighted that “I think that given in particular the King Abdullah financial district level of sophistication and internationalization, it makes a lot of sense to give your students that diversity of backgrounds and education so that they can go either in a more U.K. model certification focus or in a more US oriented focus as well. I also really enjoyed the opportunity in your syllabus, and if you allow me, I'd love to use it as an example when we talk to other countries about structuring and incorporating technology into their into their curriculum and how that can be something that could be a positive and an easy way to begin to offer students opportunities to focus in that area.”

Mr Michael Armstrong from the ICAEW thanked Ms Gabriella Kusz for bringing this important topic to include in the curricula.

Dr Eva Jermakowicz said that “I also would like to stress this importance to teach about convergence on financial and non-financial information, and you can show even you can include case studies, several companies for the east, India in teaching financial accounting, several companies, for instance, in the car industry, they provide excellent reports on sustainability reporting. So, it is extremely important to show evidence that you incorporate this topic of sustainability reporting in your curriculum.”

Prof. Mohammad replied that this is very important topic and agreed to incorporate in the curricula with the discussion in the department's AOL committee. He also thanked all accounting family members for their great efforts and commitments even during the weekend. Prof, Mohammad said this would be an honor for PSU to share the curricula with others through the IFAC.

Deadline	Recommended Action	Person Responsible
30 April 2021	Non-financial Reporting and ESG integration in the curricula	AOL Committee
30 April 2021	Non-financial Reporting Cases from Dr Eva Jermakowicz	Prof. Mohammad Nurunnabi

Topic 7	Industry Experts from your organization
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Discussion	Prof. Mohammad highlighted the need for industry experts in track courses as a guest lecturer for 3/4 practical sessions. Mr. Michael Armstrong agreed to discuss in a separate meeting based on the needs and topics.
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Deadline	Recommended Action	Person Responsible
30 Sept 2021	Meeting with Big Four Firms for Industry Experts <ul style="list-style-type: none"> <li>• Ms Esraa Albuti (Partner, EY, Saudi Arabia)</li> <li>• Mr Fahad Aldossari (Audit Partner, KPMG, Saudi Arabia)</li> <li>• Mr Muhammad Farhan (STC Account Director, KPMG, Saudi Arabia)</li> <li>• Mr Michael Armstrong (Regional Director – MEASA)</li> </ul>	Prof. Mohammad Nurunnabi

Topic 8 Research and Funding Discussion		
Discussion	Prof. Mohammad discussed the need for external funding for research from professional bodies as per the University's direction.	
	Mr Michael Armstrong said "Well, I think it's difficult for us to take on new research, but certainly we do have a number of areas currently under way for research and maybe we could collaborate in those areas. But again, I think we need to hone in specifically where we can have value."	
	Dr. Han Donker share the experience and highlighted that "We at our university, the accounting firms are contributing to some resources. And, hopefully you get those resources from the large accounting firms as well. And they help us with endowment funds, also the local firms, accounting firms to help us with that funds. We have, for example, we have quite a few endowment funds that we can support, buying some subscriptions on databases for faculty. And we have also our endowment funds that will help us hiring the faculty so we can have some, you know, since it's not cheap to hire accounting faculty. So, we have a chair, a clinical professor that you can support. So that's how we do it here. So, we have kind of a two approach at our university. First, I look internally if we can get some funds for the department for databases and subscriptions. And then we also have a plan like an <b>Accounting Lab</b> that would help write maybe a virtual lab as well, and then promote it with the accounting firms."	
	Ms Gabriella Kusz from the IFAC said that "I think one of these is about having proactive conversations, because in order to hit people's budgetary cycles, you know, depending on again, I know that you're a private university, but sometimes there are government grants or funds that you could perhaps access in addition to private sector funding pools. I would also say when it comes to research or tailoring to, for example, refugee or displaced populations, students or subjects for research, this could be something, in addition, that there is strong interest in advancing. And so there may be opportunities for funding. The way that I have seen it work in past is to start with a general memorandum of understanding between departments or between organizations and to let that very naturally lead to your integration and involvement on a particular research program or activity. These are just some general ideas, but there's things like this that you may want to tap into in order to just have sort of a good sounding board for what's out there and where money or subject interest may fall. And that can help lead to funding."	
	Prof. Mohammad thanked Mr Michael, Dr Han, and Ms Gabriella for sharing their insights.	
Deadline	Recommended Action	Person Responsible
31 Dec 2021	Research Meeting in coordination with <ul style="list-style-type: none"> <li>• Dr Raef Lawson (IMA Vice President, Research &amp; Policy and Professor-in-Residence, USA)</li> <li>• Mr Michael Armstrong (Regional Director – MEASA, ICAEW)</li> </ul>	Research Committee

Topic 9 Any other agenda (Accounting Club and PSU IMA Student Chapter)	
Discussion	Prof. Mohammad discussed that the Accounting Club and PSU IMA Student Chapter's President and Vice-Presidents were invited and will attend the Accounting Advisory Board meeting from 2021 onwards. This will enhance the governance process of the department.

Topic 9	Any other agenda (Accounting Club and PSU IMA Student Chapter)	
	<p>Mr Fahad Aldossari from the KPMG asked that “Is there any program to engage the alumni for a continuous development? As we mentioned, there are some technologies, some new softwares which are being used for the current students. So maybe some of the courses you can offer for the alumni based on their requirement or current job profile, they can also have a real help. And they can this actually can really engage them in a more productive way rather than only at a social level.”</p> <p>Prof. Mohammad shared that the department will collaborate with the AICPA to help Accounting alumni to bring them back to university as part of the lifelong learning.</p> <p>Mr Michael Armstrong from the ICAEW said “I noticed that in the papers you refer to a number of places to the U.N. sustainability development goals. This seems to be on a lot of people's agenda these days, corporate education authorities, etc. I'm just and there is and it touches on almost all disciplines. But going forward, I think we're all expecting the various 17 U.N. sustainability goals to become important for monitoring and giving assurance and reporting. And whilst the frameworks haven't yet been developed, is this on your agenda to think and to what extent an accounting department might well give background information to students for when they come into the working world?</p> <p>Prof. Mohammad shared that the president strongly highlighted the commitment of the university to contribute to the UN SDG 2030 and Saudi Vision 2030. Accordingly, the university is participating TIMES IMPACT Ranking which is based on the SDG 2030. Two of the societal impact initiatives are focusing SDG 5 and SDG 8. Also, some researches on SDG are conducted by the faculty members.</p> <p>Prof. Mohammad asked Ms Gabriella Kusz from the IFAC to participate in the International Accounting Education Standards Board (IAESB) in terms of Global Impact.</p> <p>Ms Gabriella Kusz replied that “I can speak to the woman who heads the accounting education component internally within IFAC. I know that they have mainly they have like town halls and so forth that allow them to obtain perspective and input from a variety of different academicians as well as corporates. So, I'd be happy to kind of loop you into that.”</p> <p>Prof. Mohammad thanked all the Advisory Members for their continuous support, comment, and honored to include them as being accounting family members. He calls for the 3<sup>rd</sup> Accounting Advisory Meeting in January 2022.</p>	
Deadline	Recommended Action	Person Responsible
30 April 2021	Accounting Alumni Lifelong Learning Skills Platform in collaboration AICPA	Dr. Samar Elsayad
31 Dec 2021	SDG Activities (Research, Two Clinics, Speakers) of Accounting Department	Ms. Areej Al-Sukayt
30 April 2021	Meeting with the International Accounting Education Standards Board (IAESB) in coordination with Ms Gabriella Kusz	Prof. Mohammad Nurunnabi





**Signed:** \_\_\_\_\_

Professor Mohammad Nurunnabi (Chair),  
Accounting Advisory Board Committee

**Date:** February 6, 2021

**002 Meeting Note, 14<sup>th</sup> February 2021,  
Accounting Department Council Meeting**

<b>Meeting No.:</b>	202/1
<b>Name of the Office/Council/Committee:</b>	Curriculum Committee
<b>Academic Year:</b>	2020/2021
<b>Semester:</b>	202

<b>Date of Meeting: (dd/mm/yyyy)   Time</b>	14/2/2021 at 12pm	<b>Venue:</b>	Online Zoom Meeting
<b>Meeting Called By:</b>	Professor Dr Mohammad Nurunnabi		
<b>Facilitator:</b>	Dr. Sheela Sundarasan		
<b>Note Taker:</b>	Dr. Kamilah Kamaludin		
<b>Attendees:</b> Prof Mohammad Nurunnabi Dr Sheela Sundarasan Prof Francisco Bastida Dr Kamilah Kamaludin Dr Zayyad Abd-Baki Dr Bassiem Shattarat Dr Imen Khalil Dr Meriam Mejri Dr Samar Al-Sayed Mr OVA Faizal Dr Ahmed Diab Ms Joharah Al-Shaikh			
<b>Absences (excused):</b> Ms Areej AlSukayt Prof Olowabi Bakre Dr Usha Rajagopalan			

### 1. Agenda Topics:

Topic #	Agenda Topics	Presenter
1	To approve the ESG reporting component in ACC472	Dr Nurunnabi

### 2. Declaration of any Interest

None

### 3. Matters Arising from the Meeting

None

#### Topic 1: To approve the ESG reporting component in ACC472

Discussion	<p>Prof Nurunnabi presented the outcome of the meeting held with ACC472 course group dated 13<sup>th</sup> February 2021 attended by himself, Professor Bakre, Dr Meriam Mejri and Dr Sheela. One important agenda for their meeting was to address the recommendation made by the advisory board members following the Advisory Board meeting dated 28<sup>th</sup> January 2021 (<i>refer to Agenda Item #6 – Advisory Board Members’ Feedback on Curricula</i>). The Advisory board members proposed for the inclusion of the non-financial reporting aspects, particularly, involving environmental, social and governance (ESG) reporting into the Accounting curriculum.</p> <p>Responding to this suggestion, the earlier meeting between Professor Nurunnabi, Dr Sheela, Prof Bakre and Dr Meriam had discussed the viability of including the ESG reporting in the ACC472 course specifically and now seeking the curriculum committee members’ approval on this matter.</p>		
	<div><div>Host is sharing poll results</div><div><div>1. Do you agree to include ESG in ACC 472 course?</div><div><div>Yes</div><div>100%</div></div><div><div>No</div><div>0%</div></div></div><div>Close</div></div>		
Recommended Action	Person Responsible	Deadline	
All faculty members approved the decision (as indicated by the poll results above).	Course leader of ACC472	Semester 211	

<b>Notes/Reminders:</b>	NA
<b>Adjournment:</b>	

	Professor Dr M. Nurunnabi	Adjourned the meeting at	12.15pm
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Next Meeting (if applicable): Department council meeting on 14 <sup>th</sup> February 2021					
<b>Date(dd/mm/yyyy):</b>	<b>14/02/2021</b>	<b>Time:</b>	<b>12.15 pm</b>	<b>Location:</b>	<b>Zoom Online meeting</b>
<b>Objective(s) for the next meeting:</b>	1. To update matters following curriculum review dated 22 <sup>nd</sup> December 2021. <ul style="list-style-type: none"> <li>a. Course specification updates</li> <li>b. Course syllabus updates</li> <li>c. Course assessment updates</li> <li>d. Teaching material updates</li> </ul>				

**Signed:**



**Date:** 14/02/2021

(Chair - Professor Dr M. Nurunnabi)

## **003 Course Specification ACC472**





جامعة الامير سلطان  
PRINCE SULTAN  
UNIVERSITY



رؤية VISION  
2030  
المملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA

## Dr. Mariem Mejri (Course Leader) Professor Owolabi Bakre



<b>Course Title:</b>	<b>PROFESSIONAL PRACTICES AND ETHICS IN ACCOUNTING</b>
<b>Course Code:</b>	<b>ACC472</b>
<b>Program:</b>	<b>BACHELOR OF SCIENCE IN ACCOUNTING</b>
<b>Department:</b>	<b>ACCOUNTING</b>
<b>College:</b>	<b>COLLEGE OF BUSINESS ADMINISTRATION</b>
<b>Institution:</b>	<b>PRINCE SULTAN UNIVERSITY</b>

National Accreditation



International Accreditation



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## A. Course Identification

<b>1. Credit hours:</b> 3			
<b>2. Course type</b>			
a.	University <input type="checkbox"/>	College <input type="checkbox"/>	Department <input checked="" type="checkbox"/> Others <input type="checkbox"/>
b.	Required <input checked="" type="checkbox"/>	Elective <input type="checkbox"/>	
<b>3. Level/year at which this course is offered:</b> Year 3 (Semester 1)			
<b>4. Pre-requisites for this course (if any):</b> ACC348			
<b>5. Co-requisites for this course (if any):</b> None			

## 6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	X	70%
2	Blended		
3	E-learning	X	30%
4	Distance learning		
5	Other		

## 7. Contact Hours (based on academic semester)

No	Activity	Contact Hours
1	Lecture	45
2	Laboratory/Studio	
3	Tutorial	
4	Others (specify)	
	<b>Total</b>	45

## B. Course Objectives and Learning Outcomes

### 1. Course Description

- This is a specialized course that addresses issues related to ethics in business and accounting profession. The course is designed to familiarize students with the ethical dilemmas, ethical decision making and ethical governance by businesses and professional accountants. This course is designed to achieve the following objectives:
- To introduce the students to the conceptual foundation of the business and professional accounting ethics.
- To provide the students with training in solving practical ethical dilemmas.
- To enhance the student's oral and communication skills.

## 2. Course Main Objective

This course aims to promote understanding of the importance, for business and the community, of ethical conduct; Provide the skills with which to recognise and resolve ethical issues in business; Enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting; and Encourage reflection on the ethical dimension of your own decision-making in workplace and other settings.

## 3. Course Learning Outcomes

CLOs		Aligned PLOs
1	<b>Knowledge:</b>	
1.1	Understand the theoretical underpinnings of various ethical stance and their influence on the governance of corporations with regard to (un)ethical decisions	PLO 1.1
2	<b>Skills :</b>	
2.1	Evaluate ethical dilemmas and proffer appropriate ethical solutions based on knowledge of ethics.	PLO 2.1
2.2	Demonstrate the ability to make ethical decisions.	PLO 2.1
3	<b>Competence:</b>	
3.1	Exhibit professional code of conduct and ethical values.	PLO 3.2
3.2	Demonstrate written communication skills and application of information technology.	PLO 3.4

CLOs		SAQF PLOs	AACSB LO	AACSB LG	Level of Instruction AACSB*
1	<b>Knowledge:</b>				
1.1	Understand the theoretical underpinnings of various ethical stance and their influence on the governance of corporations with regard to (un)ethical decisions	PLO 1.1	LO 1.1	LG1	R
2	<b>Skills :</b>				
2.1	Evaluate ethical dilemmas and proffer appropriate ethical solutions based on knowledge of ethics.	PLO 2.1	LO 2.1	LG2	R
2.2	Demonstrate the ability to make ethical decisions.	PLO 2.1	LO 2.1	LG2	R
3	<b>Competence:</b>				
3.1	Exhibit professional code of conduct and ethical values.	PLO 3.2	LO 4.1	LG4	R

3.2	Demonstrate written communication skills and application of information technology.	PLO 3.4	LO 5.2	LG5	R
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**Note: AACSB: I= Introduced; R= Reinforced; M = Mastery**

### C. Course Content

No	List of Topics	CLO align ment	Alignment with professional qualification						Ctc Hours
			ACCA	ICAEW	CIMA	CIPFA	AIA	CMA	
1	<b>Governance Framework &amp; Functions in KSA</b> The corporation's role Corporate accountability – stakeholders Governance – definition & purpose Basic governance functions Board of Directors: accountability, fiduciary & other duties, structure, legalities Relevant reading  <a href="https://cma.org.sa/en/RulesRegulations/Regulations/Documents/CGRegulations_en.pdf">https://cma.org.sa/en/RulesRegulations/Regulations/Documents/CGRegulations_en.pdf</a>  <a href="https://journals.sagepub.com/doi/full/10.1177/0007650315610611">https://journals.sagepub.com/doi/full/10.1177/0007650315610611</a>  <a href="https://cma.org.sa/en/MediaCenter/PR/Pages/Corporate-Governance-Regulation.aspx">https://cma.org.sa/en/MediaCenter/PR/Pages/Corporate-Governance-Regulation.aspx</a>	CLO 1.1	AA	AA	P3	AA	PAPER 15		3
2	<b>Ethics Affect Everyone</b> -Business ethics fundamentals -Historical Perspective -Three Recent Defining Ethical Failures: Enron, SOX & Governance Reform Subprime Lending Crisis & Reform LIBOR Manipulation	CLO 1.1	AA	AA	P3	AA	PAPER 15		6

	-Implications for professional accountants  <b>Relevant Readings:</b> -SOCPA code of Ethics -Professional Ethics: The American - Institute of Certified Public Accountants' Comprehensive Course (Self learning numbers of hours)								
3	<b>Ethical Decision Making</b> <i>Philosophers' Contributions</i> <i>Stakeholder impact analysis</i> -Comprehensive approaches - Quantifiable impacts -Non-quantifiable impacts - Managing stakeholder relationships	CLO 2.1							3
4	<b>Three Perspectives of Accounting Theories:</b> -Positivism -Interpretive -Critical Theories	CLO 2.1							6
5	<b>The Bootcamp #1 (Real cases):</b> -Industry expert SABIC -ESG (non-financial reporting)  <b>Relevant Reading:</b> SDG (sustainable development goals) <a href="https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/non-financial-reporting_en">https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/non-financial-reporting_en</a>	CLO 1.2							6
6	<b>Bootcamp 2: Arabic Financial Statements</b>	CLO 1.2							3
7	<b>Soft skills 1:</b> <b>Business communications and presentation - Industry expert</b>	CLO 2.2							6
8	<b>Soft skills 2</b> <b>CV preparation- Industry expert</b> <b>Email writing</b>	CLO 1.2							6
9	<b>Soft skills 3</b> <b>Negotiation -Industry expert</b> <b>Client relationship</b>	CLO 2.1							6



## D. Teaching and Assessment

### 1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	<b>Knowledge</b>		
1.1	Understand the theoretical underpinnings of various ethical stance and their influence on the governance of corporations with regard to (un)ethical decisions	Lectures and case studies	Major exam and case studies analysis and presentation
2.0	<b>Skills :</b>		
2.1	Evaluate ethical dilemmas and proffer appropriate ethical solutions based on knowledge of ethics.	Lectures, tutorial and in class exercises	Online quizzes, major exams, final exams, individual assignments and homework
2.2	Demonstrate the ability to make ethical decisions.	Lectures, tutorial and in class exercises	Major exams, case studies, final exams,
3.0	<b>Competence:</b>		
3.1	Exhibit professional code of conduct and ethical values.	Case studies	Group assignment and presentation
3.2	Demonstrate written communication skills and application of information technology.	Case studies	Group assignment

### 2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	<b>Bootcamp 1</b>	Continuous	10%
2	<b>Major Exam I</b>	9	20%
3	<b>Professional certification</b>	Continuous	50%
4	<b>Final Exam</b>	16	20%
5			
6			
7			
8			

\*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

## E. Student Academic Counseling and Support

**Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice :**

6 office hours weekly are allocated for students' consultation. ( 4 office hours and 2 academic advising hours)

## F. Learning Resources and Facilities

### 1. Learning Resources

<b>Required Textbooks</b>	<b>Business and Professional Ethics 9th Edition by Leonard J. Brooks, Paul Dunn</b>
<b>Essential References Materials</b>	Accounting and Business Research Accounting Forum Accounting, Auditing and Accountability Journal Accounting, Organizations and Society Business Ethics: A European Review Critical Perspectives on Accounting International Journal of Auditing Journal of Business Ethics Managerial Auditing Journal Business Ethics Quarterly
<b>Electronic Materials</b>	Moodle (LMS), E-learning resources from IMA (include link here) <a href="https://www.imanet.org/cma-certification/getting-started/cma-resources?ssopc=1">https://www.imanet.org/cma-certification/getting-started/cma-resources?ssopc=1</a>
<b>Other Learning Materials</b>	Other textbooks titles to be included here

### 2. Facilities Required

Item	Resources
<b>Accommodation</b> (Classrooms, laboratories, demonstration rooms/labs, etc.)	<ul style="list-style-type: none"> <li>Classroom with 25 seating capacity</li> </ul>
<b>Technology Resources</b> (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none"> <li>Smartboard (Overhead projector and Screen)</li> <li>Whiteboard</li> <li>LMS, Google Meet</li> <li>CMA Learning Resources</li> </ul>
<b>Other Resources</b> (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	Laptop

## G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Effectiveness of teaching and assessment	Course leader	<b>Direct assessment</b> – Classroom observation

	Program leaders	<b>Indirect assessment -</b> Course Evaluation Survey
Extent of achievement of course learning outcomes	Faculty	<b>Direct assessment –</b> Academic assessment (AOL) Rubrics assessment <b>Indirect assessment</b> Course Evaluation Survey
Quality of learning resources	Student	<b>Indirect assessment</b> Course Evaluation Survey
Action Plan continuity (Closing the loop)	AOL Committee and course leaders	AOL Report

**Evaluation areas** (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

**Evaluators** (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

**Assessment Methods**(Direct, Indirect)

## H. Specification Approval Data

<b>Council / Committee</b>	Department of Accounting Council
<b>Reference No.</b>	Term 202, Meeting No. 6
<b>Date</b>	May 6, 2021

**004 Summary report on Financial Literacy of  
Women in Business**

# Financial Literacy for Women in Business

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## Mission

The Department of Accounting at Prince Sultan University strives to provide support for women-led micro, small and medium-sized businesses from many different sectors to contribute to the sustainability of economic growth in Saudi Arabia aligning with Vision 2030.

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## What we offer

- Business Knowledge
  - Managing Finance
  - Recovery Plan for Coronavirus business interruption Model
  - Risk Management
  - Business advice on Growth
  - Access to finance
  - Women in Business Seminars
  - Industry expert Session
- 

## Our Team



**Ms. Aljoharah Alshaikh**  
Director



**Mr. Olitah Vazhayil Abdul  
Faizal**  
Co-Director

## Faculty Advisors



Dr. Basiem K Al-Shattarat



Dr. Kamilah S. Kamaludin



Dr. Mariem Mejri



Dr. Samar Elsayad



Dr. Sheela Sundarasan



Dr. Zayyad Abdul-Baki



Mr. Mounir Mohamed  
Abdin



Professor Francisco  
Bastida



Professor Mohammad  
Nurunnabi



Professor Owolabi Bakre



Dr. Wafa Al-Nasrullah  
Honorary Advisor

## Student Advisors

Ms Alanoud Almuqhem  
Ms Renad Altamimi

Ms Ghadh Alotaibi  
Ms Seba Alhomeadan

Ms Reema Albassam



## Clinic Date and Time

DATE	TIME
January 28, 2021	2:00 PM – 4:00 PM
February 25, 2021	2:00 PM – 4:00 PM
March 30, 2021	2:00 PM – 4:00 PM
April 29, 2021	2:00 PM – 4:00 PM

## Accreditation

The Accounting Department of College of Business Administration at Prince Sultan University is **Nationally and Internationally Accredited**. [Click this link to learn more about our accreditation.](#)

## Contact

### Department of Accounting

Prince Sultan University

Rafha Street

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Riyadh 11586, Saudi Arabia

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E-mail: [ashaikh@psu.edu.sa](mailto:ashaikh@psu.edu.sa), [ovafaizal@psu.edu.sa](mailto:ovafaizal@psu.edu.sa)

Website: <https://www.psu.edu.sa/en/CBA/financial-literacy-for-women-in-business>



## Summary of the Sessions

Conducted by Ms. Aljoharah Alshaikh

### Session 1:

The first session was conducted on Thursday 28<sup>th</sup> of January by Ms. Aljoharah Alshaikh. The owner of a local small Abayas and Jalabyas business called Daad Boutique asked for a consultancy regarding her business. The business was launched in 2016 by a college student who started her business with small capital with a huge passion in designing and fashion. Exceptionally, she had a huge demand although she was just started her business. Thus, and after she completed her degree in Economics from Princess Nourah University, she decided to expand her business and instead of just selling her products via Instagram, she decided to participate in big fashion events and bazars in Riyadh. However, her business was one of the most effected business during the Covid-19 pandemic. Especially, the Ramadan 1441 (2020) Jalabyas Collection that were meant to be launched few weeks before Ramadan. And with the full lockdown her sales rate dropped massively for both abayas and jalabyas. I advised her to do some offers and discounts on her products in order to cover her cost, even though her profit margin might not be as high as she expects without this pandemic. In addition to that, having such offers and discount will allow her to overcome some of her competitors in the market, since there are many abayas and jalabyas businesses. Also, I advised her to contact some influencers and advertising agency to reach as much target audience as possible. Regarding the distinctiveness of the designs, I suggested to choose unique accessories along with unique fabrics and materials that she can import from non-local suppliers, so she can outstand her competitors. Nonetheless, the owner has a vision of not setting high prices for her products and with these unique and special fabrics and accessories, her cost will increase and then she had to increase her prices and loss her customers to her competitors. However, regarding the cost of production, I suggested then to buy them from a local supplier in a massive amount to reduce the cost and also, she can be unique by special designs and by being creative in her models. The owner wants to further expand her business by adding a new product-line, nonetheless, I suggested to study the market demand, who will be the target customers, how to compete with the rivals, and how to position her business before adding this new product-line.

#### Contact information:

Instagram: @daad\_boutique

Phone: 00966530302034

Email: [Daad.boutique@gmail.com](mailto:Daad.boutique@gmail.com)



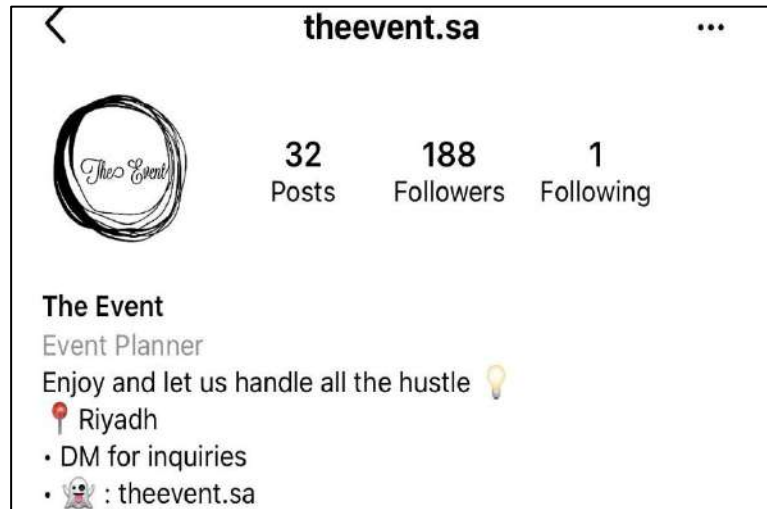
## Session 2:

The second session was conducted on Thursday 18<sup>th</sup> of February by Ms. Aljoharah Alshaikh. One of the owners of a local small event planner business called The Event. SA asked for a consultancy regarding their business. The business was launched in 2018 by a small family which offers a service of organizing small home events such as birthdays, bridal showers, Eids, and baby showers. With the global pandemic that occurred due to Covid-19 along with the lockdown for few months in 2020 and early 2021, the business was not able to run. One of the owners wants to invest her earnings in other type of investments to diversify and not to depend on one type of investment, following the quote of not putting all the eggs in one basket. She said that she created a portfolio and bought stocks from different companies. I told her that she has to assess her ability to face risk, to evaluate and analyze the company that she would like to invest in, and to hold a well-diversified portfolio to minimize the unsystematic risk. Also, she asked about the dividend, whether she has to keep it as it is in the portfolio or use it. I told her to get the maximum benefit, she should reinvest the dividends to get the benefit of compounding. Thus, in the future, her portfolio will be expanded and grow. "As known, stocks do not pay interest. Many pay dividends, which you can sometimes choose to either take as cash or to reinvest (meaning either take the dividend in stock or buy more stock with the dividend), which then works much like compounding interest."

### Contact information:

Instagram: @theevent.sa

Email: [theeventt@outlook.com](mailto:theeventt@outlook.com)



### Session 3:

The third session was conducted on Thursday 18<sup>th</sup> of March by Ms. Aljoharah Alshaikh. A freelancer translator called Linguaphile Aseel asked for a consultancy regarding her business. The business was launched in 2017 which offers translation and proofreading services. She said that she is facing two issues. The first issue is regarding setting the prices for the provided services. She started its business when she was just graduated from the university and had not fairly price the service, to be specific, it was underpriced. My advised is to search and compare with the peers in the market and how do they charge their customers for the provided services and to take the industry average. Moreover, the second issue that she is facing is providing services to friends and relatives while feeling shy to charge them in exchange for the professional service. My advice was trying to set appropriate boundaries that separate friendship from her professional life, otherwise she will be working for free at most of the time will cost her time and she will lose other potential customers. I told her that she can upfront about charging them, so they would know what to expect when it comes time to discuss the payment.

#### Contact information:

Twitter: @AseelLinguaphile

Website: <https://alshareefaseel.wixsite.com/linguaphilebyaseel>



# Education on SDGs MBA Program

*Dr. Jolly Sahni*  
*Associate Director, MBA Program*  
*College of Business*



The United Nations' Sustainable Development Goals (SDGs for 2030) includes global blueprints designed to deliver progress, peace and prosperity for people and the planet. The higher education institutes form an important stakeholder in contributing towards these goals. At PSU, we have a strong commitment to meaningful education around the SDGs. The integration of SDGs are endorsed in our curriculum, research and outreach.

The Global Goals represent the greatest social, economic and environmental challenges facing current and future leaders and managers in all sectors. Incorporating this the MBA program enables students to develop leadership skills, sound business knowledge, and analytical abilities for integrating ideas from different disciplines to solve the complex business problems.

In addition to the MBA program's commitment to SDG 4 'Quality Education', it is aligned with other SDGs as well (as shown in the table below). SDG education is contextualised and integrated across a number of courses within the MBA programme. Based on the Partnership for the Goals (SDG 17) methodology; the metric we are focused on is: Education on the SDGs; which explores how universities are teaching the next generation to adopt sustainability in their lives.

Moving forward, given the complexities of SDGs it is essential to rethinking about the content and add an interdisciplinary and systems approach by adding real world collaborative projects that would help students develop their systems thinking and changemaking capacities.

*MBA Program invited a number of Guest Speakers from the Industry and one of the most relevant and important session was on SDGs (as mentioned below).*

# **MBA Webinar on 'Sustainable Development Goals (SDGs) '**

**Tuesday, 24 Nov 2020**

Master of Business Administration (MBA) at Prince Sultan University organized a Webinar on "Sustainable Development Goals, Green Economy & Future Perspectives" and invited a special guest from the United Nations, Mr. Asad Naqvi, Head, Secretariat of the Partnership for Action on Green Economy (PAGE), United Nations Headquarters, Geneva, Switzerland, on 24th November 2020. The purpose of the Seminar was to bridge the gap between theory and application with special focus on Sustainable Development Goals, It is the Time to Reset the Economic Planning, Aligning Human Resource Development with the Future We Want, Employment Opportunities that Will Make this World a Better Place to live. The session was intense, engaging, interesting and beneficial for all participants. It was attended by almost 60 MBA female Students and Organized by Dr. Farida Saleem and Dr. Jolly Sahni.

جامعة الامير سلطان  
PRINCE SULTAN  
UNIVERSITY

CBA كلية إدارة الأعمال  
COLLEGE OF BUSINESS  
ADMINISTRATION

## **MBA Webinar**

### **Sustainable Development Goals (SDGs)**

#### **SDGs, Green Economy and Future Perspectives**

**Our Guest Speaker:**  
**Mr. Asad Naqvi**  
Head, Secretariat of the Partnership for Action on Green Economy (PAGE), United Nations

**6:00-7:00 PM**  
**Via**  


**Join us:**  
**Tuesday, 24th**  
**Nov 2020**

**MBA Program**

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REC Asad Abbas is presenting ADHWA MOHAMMED S. ALR... and 52 more 6:16 PM You

## CONTEXT - OPPORTUNITIES

Cash flow



URGENCY: TIME BOUND = 2030

MBA Webinar (PSU) 6

Raise hand Turn on captions Asad Abbas is presenting

Participants: SAMR ABDULRA... Noura Alswaileem Dr. Mobin Fatma Dr. Usha Rajago... BUTHAINA SAE... Asad Abbas Dr. Kamilah Kam... Dr. Farida Saleem HAJAR FAISAL...

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meet.google.com/mif-audm-qxv?pli=1&authuser=0

REC Asad Abbas is presenting ADHWA MOHAMMED S. ALR... and 52 more 6:18 PM You

## CONTEXT - OPPORTUNITIES

URGENCY: TIME BOUND = 2030



URGENCY: TIME BOUND = 2030

MBA Webinar (PSU) 6


Raise hand Turn on captions Asad Abbas is presenting




Participants: SAMR ABDULRA... Noura Alswaileem Dr. Mobin Fatma Dr. Usha Rajago... BUTHAINA SAE... Asad Abbas Dr. Kamilah Kam... Dr. Farida Saleem HAJAR FAISAL...


## MBA Courses alignment with SDGs\*

\*Report on each course is attached at the end

SDGs	Aligned Course Name	Content	Evidence
  	<p>BUS 570 Managing Organisations and People</p> <p>HRM 570 Human Resource Management</p> <p>MKT530 Marketing Management</p>	<p><b>HRM 570</b> SDG 5 – gender equality measures universities’ research on the study of gender, their policies on gender equality and their commitment to recruiting and promoting women.</p> <p>No 10: Reduced Inequalities SDG 10 – reduced inequalities measures universities’ research on social inequalities, their policies on discrimination and their commitment to recruiting staff and students from under-represented groups.</p> <p><b>BUS570</b> Education for sustainable development including gender equality. Reduced inequalities, including diversity and discrimination.</p>	<p>Course syllabus &amp; Cases</p>

SDGs	Aligned Course Name	Content	Evidence
		<p><b>BUS581</b> Green IT is in the IT infrastructure topic. The course syllabus and course specification lists IT infrastructure to be covered during week 5. Students are exposed to concepts on server virtualization, storage virtualization, and server consolidation. Measures for student's learning outcomes are via exams to determine the application of the concepts in a case study.</p>	Course Syllabus Sample of Cases
	<p>BUS 581 Managing Information</p> <p>MKT 538 Strategic Marketing</p>	<p><b>MKT538</b> Cases and readings would be added at the end of the second chapter of the book with the title “Corporate Strategy Decisions and Their Marketing Implications”. A chapter with the title “Sustainable Marketing Strategy” from the book Sustainable marketing written by Diane Martin and Data John Schouten will be given for the reading and discussion in the class because sustainable strategies planned at the corporate levels are translated into business and marketing levels.</p>	

SDGs	Aligned Course Name	Content	Evidence
<div> <div> <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE  </div> <div> <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION  </div> <div> <b>13</b> CLIMATE ACTION  </div> </div>	BUS 582 Production and Operation Management	<p>BUS582- In the Production and Operations Management Course in almost all of the chapters one of the topics that is included is Sustainability, as you can see in the course syllabus attached</p> <p>The research project for this course is related to Sustainability topics too, including the environmental or social dimension, or both and the economic dimension</p>	Course Syllabus

	<p>FIN 559 Selected Topics in Finance</p> <p>BUS 590 Strategic Management</p>	<p><b>FIN559</b> course supports SDG by encouraging sustainability through enabling MBA students to learn for the resources available to them at PSU and outside; develop knowledge and expertise from which they can capitalize and contribute to society through the careers they will be holding and any opportunity of sharing what they have learned and developed from this course.</p> <p><b>BUS590</b> The course focuses on sustainable development on many junctures. Particularly, Social Responsibility &amp; Its measurement including triple bottom line- Environmental performance</p>	<p>Course Syllabus</p>
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Reports for all courses are attached below.

## MBA Topic Presentation BUS570

Managing Organizations & People

Instructor: Dr. Jolly Sahni

### Topic Sustainable Development Goals: Integration with business



Each student will do a brief research on UN's 17 Sustainable Development Goals. Then select any 2 goals from the 17 SDG. Look for examples combining business goals with a desire to make a positive social impact.

Sustainable practices are important not only for the economic wellness of the organization but also it takes care of the society and environment around it.

These presentations will coincide with the classes starting from week 6. Presentation should be a maximum of 15 minutes (10 minutes presentation and 5 minutes question and answer/discussion session). Submit a soft copy of your slides (print as a handout – 6 slides in a page) and also attach the list of references.





# SUSTAINABLE DEVELOPMENT GOALS

In business  
Razan Alkhulaiwi





Before we start !

How Many SDG we have?



NO  
POVERTY

ZERO  
HUNGER

GOOD HEALTH  
AND WELL-BEING

QUALITY  
EDUCATION

GENDER  
EQUALITY

CLEAN WATER  
AND SANITATION

AFFORDABLE AND  
CLEAN ENERGY

DECENT WORK AND  
ECONOMIC GROWTH

INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

REDUCED  
INEQUALITIES

SUSTAINABLE CITIES  
AND COMMUNITIES

RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

CLIMATE  
ACTION

LIFE  
BELOW WATER

LIFE  
ON LAND

PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

PARTNERSHIPS  
FOR THE GOALS

## What are the Sustainable Development Goals?

“The (SDGs), also known as the **Global Goals**, were adopted by the United Nations in **2015** as a universal call to action to end poverty, protect the planet, and ensure that by **2030** all people enjoy peace and prosperity”





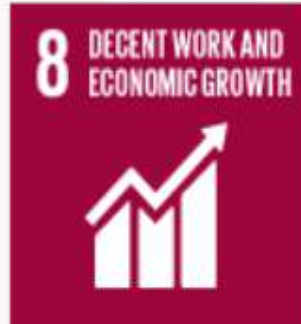


# 72%

of companies mention the SDGs in their annual corporate or sustainability report. But just 19% mention the Goals in CEO or Chair statements.



Base: All companies (729)  
Source: PwC, SDG Reporting Challenge 2018





# 3 GOOD HEALTH AND WELL-BEING



# 5 GENDER EQUALITY



# 3 GOOD HEALTH AND WELL-BEING



**The Good health and Well-being**

# 5 GENDER EQUALITY



**Gender equality**

# Good Health And Well-being

Ensuring the health and wellbeing of community is important to sustainable development in any country

- Good health is a basic human right and to achieve this goal, we have to ensure that everyone has access to affordable health services
- Health conditions have a major role to play in the strength of the economy.
- A healthy population can contribute to a stable economy



# GOOD HEALTH AND WELL-BEING

Nowadays , the awareness of the importance of Well-being has been increases specially (employee well-being)

## what companies do today ?

As per the analysis done by Mckinsey most of companies Focus on three areas:

- Invest in the short- and long-term health of the employees
- Create inclusive work environments
- Actively contribute to the development of healthy communities



# Good Health And Well-being

The Impact of implanting Good Health And Well-being programs :

## Competitive advantage:

It can give an organization a competitive advantage over its competitors.

Initiating an innovation that relates to healthy lives and well-being can therefore not only help organizations, but also people living under unsafe and unhealthy conditions.

## Increased productivity & employee satisfaction:

- Can be seen in Maslow's Hierarchy of Needs. This means that a safe working environment is essential as it positively contributes to the health of an organization's employees.
- Safe working environment increases productivity, employee retention, employee satisfaction and a positive brand image.



## How Saudi Arabia link this SDG to vision 2030?

The Government of Saudi Arabia, as represented by the Ministry of Health, strives to launch several health initiatives, in line with the Saudi Vision 2030. This comes as part of a series of more than 40 initiatives.



# Examples on How companies are contributing to the accomplishment of the good health and well-being

## Lean business services:

### Sehhaty:

- an application to provide health services to individuals in the Kingdom of Saudi Arabia.
- It allows the user to access health information and obtain a number of health services provided by many authorities in the health sector in the Kingdom

### Wazen program:

we focuses on the health and wellbeing of our employees by designing a program that will provide a huge number of initiatives that will incrate the well-being of our employees and their families as a part of society

- Wellness programs
- Work-life balance program
- Insurance program
- General Health





# Gender Equality

- “We cannot leave 50% of the entire population behind, if we want to progress towards meeting the 2030 Agenda.” <sup>17</sup> magazine
- This goal can be achieved by eliminating all forms of discrimination, violence and harmful practices against women. In addition, increase the recognize and valuing the unpaid services provided by women as mothers, sisters and daughters and ensuring women’s participation and equal opportunities
- Achieving a gender- Equality workforce means employers must recruit and improve the best talent regardless of gender.



# Why Gender Equality Matters In Business Success

As mentioned on one of Forbes reports:

- It will have large impact on whether an economy or society will thrive.
- McKinsey & Company's Global Institute report found that narrowing the gender gap could add between \$12 and \$28 trillion to the global GDP.
- Businesses and nonprofits that actively support gender equality tend to make better business decisions and make more money.
- When women are given access to opportunities for career growth, they can make a huge impact on their company.



# How can we achieve Gender Equality

- Equal pay
- Equal treatment
- Equal representation on leadership teams, corporate boards, etc.
- Equal access to training and career-building opportunities



## How Saudi Arabia link this SDG to vision 2030?

- Vision 2030 sets a separate strategic objective to increase women's participation in the labor market.
- The number of Saudi women holding managerial positions has increased during the past decade



# Examples on How companies are contributing to the accomplishment of Gender Equality

## KPMG:

- Supporting policy changes that empower women to succeed
- The percentage of female representation has increased over the last three years
- Empower women by adopting different retention initiatives, development programs and workshops



# Examples on How companies are contributing to the accomplishment of Gender Equality

## TaKamol and HRDF:

- Launching of a program to support the transport of working women (Wusool)

aims to enable women to work in the private sector and raise their participation in the labor market by helping the female employee overcome transportation difficulties to and from the workplace in order to support job stability.

- Launching of a program to support the hosting of children of working women (Qurrah)

It aims to support the empowerment of working women to join and continue in the labor market. It also works to organize the business sector through services for children's hospitality centers, nurseries and kindergartens.





**Thank You**

**Feel Free to Ask**



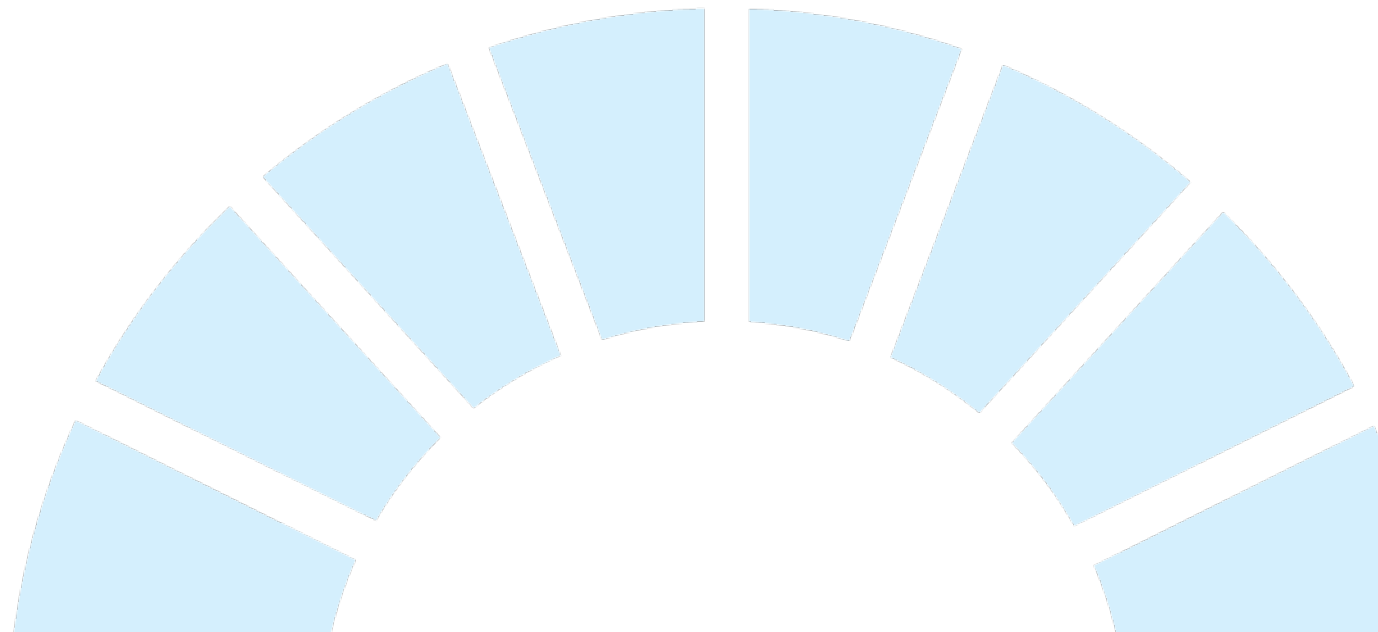
# References

- <https://www.undp.org/sustainable-development-goals>
- <https://www.isglobal.org/en/-/global-health-inequities>
- [https://www.vision2030.gov.sa/media/rc0b5oy1/saudi\\_vision203.pdf](https://www.vision2030.gov.sa/media/rc0b5oy1/saudi_vision203.pdf)
- <https://www2.deloitte.com/content/dam/Deloitte/nl/Documents/risk/deloitte-nl-risk-sdgs-from-a-business-perspective.pdf>
- <https://www.globalgiving.org/malala/>
- <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/620550/dp-walking-the-talk-business-sdgs-240918-en.pdf>
- <https://sdgfunders.org/blog/how-17-companies-are-tackling-sustainable-development-goals-and-your-company-can-too/>
- <https://www.17goalsmagazin.de/en/sustainability-goals/sdg-3-good-health-and-well-being/>
- [https://www.stats.gov.sa/sites/default/files/sustainable\\_development\\_goals\\_sdgs\\_in\\_ksa\\_-en.pdf](https://www.stats.gov.sa/sites/default/files/sustainable_development_goals_sdgs_in_ksa_-en.pdf)
- <https://lean.sa/>
- <https://www.forbes.com/sites/forbesnonprofitcouncil/2020/03/27/why-gender-equality-matters-in-business-success/?sh=5bfecd66669c>
- <https://www.bitc.org.uk/the-times-top-50-employers-for-women/>
- <https://home.kpmg/sa/en/home/insights/2020/06/kpmg-partners-with-w20.html>
- <https://hrsd.gov.sa/ar/services/768464>



**SUSTAINABLE  
DEVELOPMENT** **GOALS**  
17 GOALS TO TRANSFORM OUR WORLD

## **SDG Topic Presentation**





# SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



# SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD





# Three Dimensions of Sustainable Development

- Sustainable development has been defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- For sustainable development to be achieved, it is crucial to harmonize three core elements: **economic** growth, **social** inclusion and **environmental** protection.





# Another Way to Look at SDGs

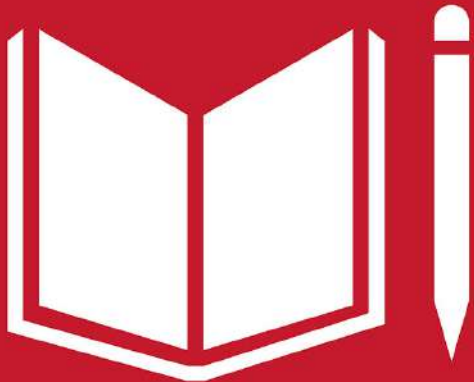






# Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

## 4 QUALITY EDUCATION



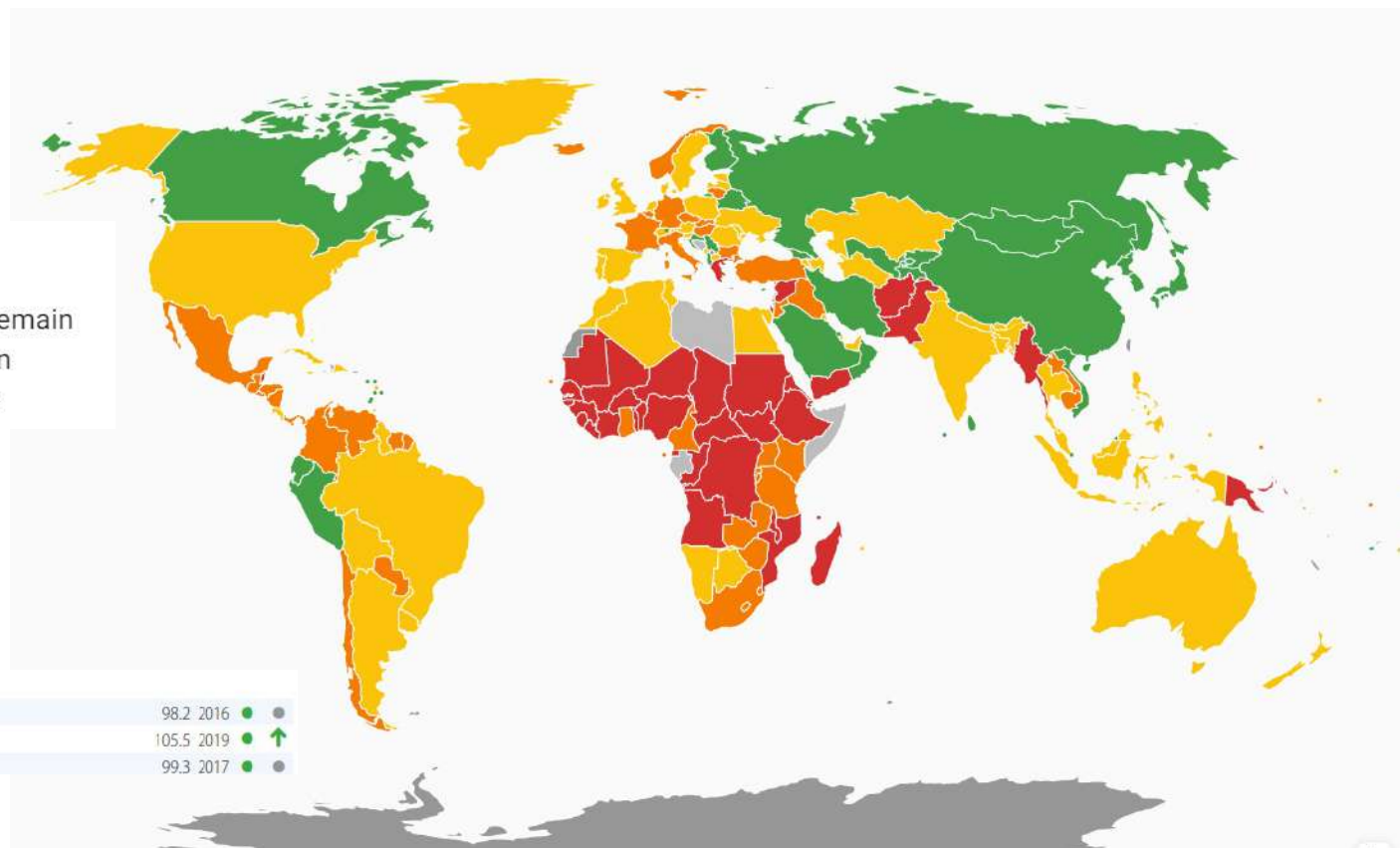
- **4.1** Ensure that all girls and boys complete free, equitable and quality primary and secondary education
- **4.2** Ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
- **4.3** Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- **4.4** Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- **4.5** Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- **4.6** Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
- **4.7** Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development



# Global View of Quality of Education

## Legend

- SDG achieved
- Challenges remain
- Significant challenges remain
- Major challenges remain
- Information unavailable



## SDG4 – Quality Education

Net primary enrollment rate (%)	98.2 2016	●	●
Lower secondary completion rate (%)	105.5 2019	●	↑
Literacy rate (% of population aged 15 to 24)	99.3 2017	●	●





# The Kingdom's Efforts in Quality Education

- Independent schools
- Equal opportunities
  - Adult education and eradication of illiteracy
  - Special needs education
  - Education in the Kingdom's southern border
- A comprehensive education system that matches labor market requirements
- Inculcation of values and characteristics of excellence
  - Citizenship
  - Intellectual security and renunciation of violence
  - Excellence characteristics

**“Education in Saudi Arabia is the cornerstone through which we can achieve our nation’s aspirations towards progress and advancement in sciences and knowledge.”**

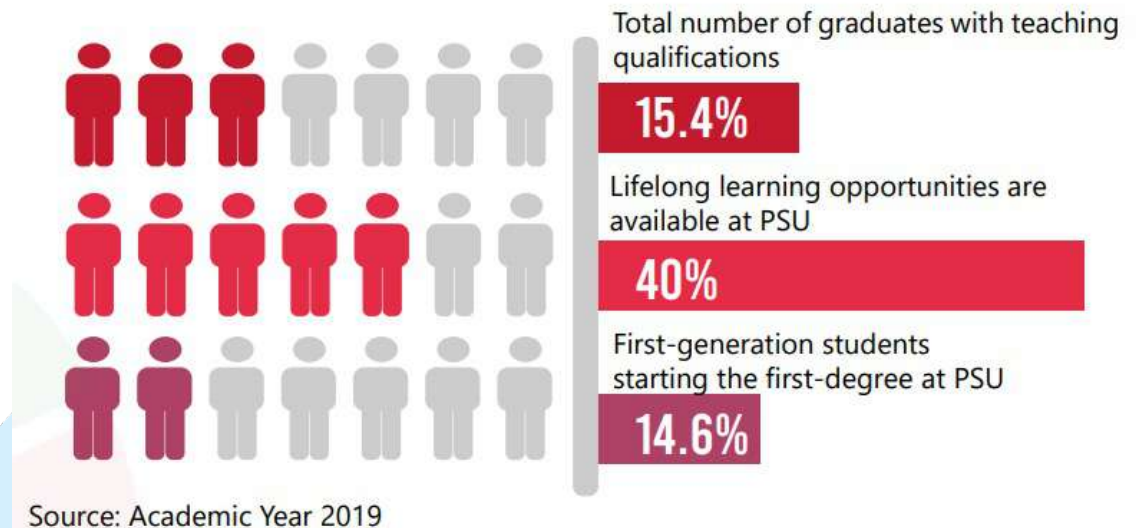


# Quality Education at PSU

- Metrics:

- Research on early years and lifelong learning education
- Proportion of graduates with teaching qualification
- Lifelong learning measures
- Proportion of first-generation students

## Overview of activities accomplished by the university





## Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all



- **7.1** Ensure universal access to affordable, reliable and modern energy services
- **7.2** Increase substantially the share of renewable energy in the global energy mix
- **7.3** Double the global rate of improvement in energy efficiency



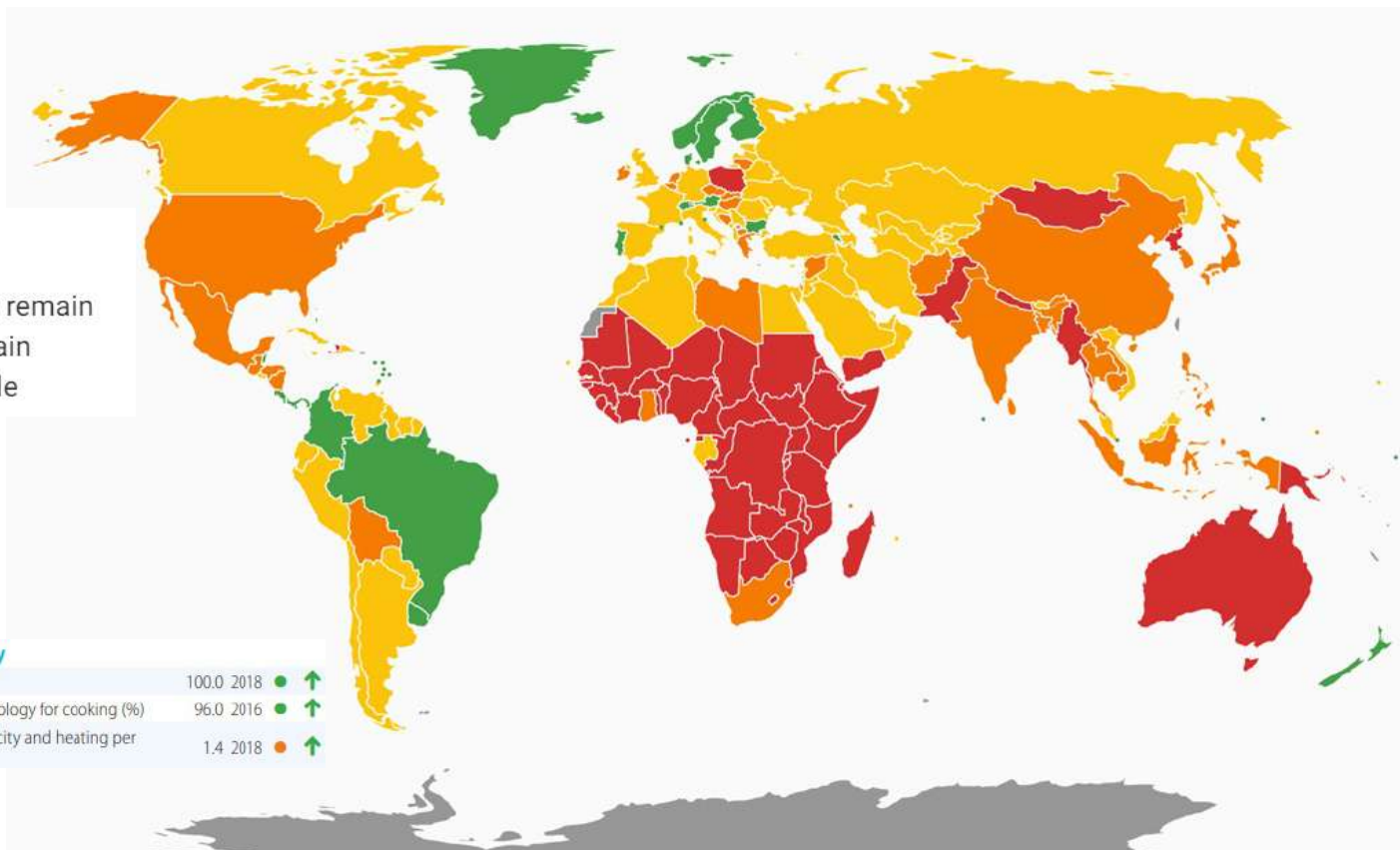
# Global View of Affordable & Clean Energy

## Legend

- SDG achieved
- Challenges remain
- Significant challenges remain
- Major challenges remain
- Information unavailable

### SDG7 – Affordable and Clean Energy

Population with access to electricity (%)	100.0	2018	●	↑
Population with access to clean fuels and technology for cooking (%)	96.0	2016	●	↑
CO <sub>2</sub> emissions from fuel combustion for electricity and heating per total electricity output (MtCO <sub>2</sub> /TWh)	1.4	2018	●	↑





# The Kingdom's Efforts in Affordable & Clean Energy

- Renewable Energy
  - Grow contribution of renewables to national energy mix
  - Increasing the competitiveness of the energy sector
- Saudi Energy Efficiency Center
  - Transport Sector
  - Building Sector
  - Industrial Sector

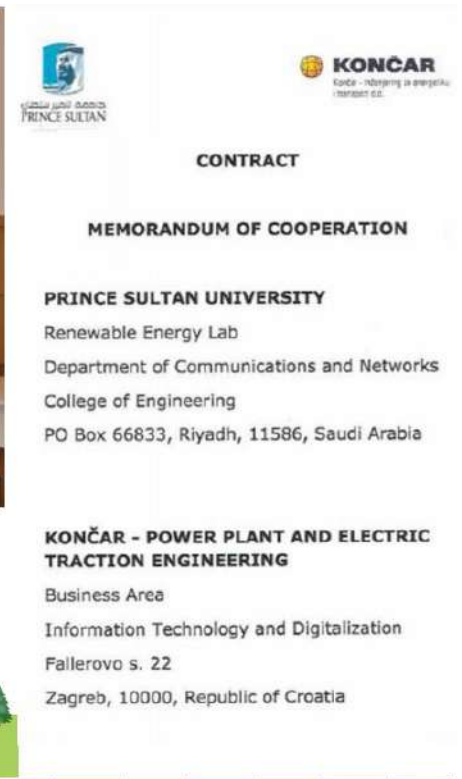
"The Kingdom has invested a great deal to maintain its production levels in order to promote the stability of global energy markets, in turn promoting global economic growth and stability."





# Affordable and Clean Energy

- Metrics
  - Research on affordable and clean energy
  - Energy and the community
  - 100% renewable energy pledge







Thank you 😊



# Resources

- [https://hellenicaid.mfa.gr/media/images/docs/SDG\\_presentation\\_generic.pptx](https://hellenicaid.mfa.gr/media/images/docs/SDG_presentation_generic.pptx)
- [Sustainable Development Report 2021 \(sdgindex.org\)](https://sdgindex.org)
- [Sustainable Development Goals and the Saudi Efforts to Achieve Them \(my.gov.sa\)](https://my.gov.sa)
- [20230SDGs English Report972018 FINAL.pdf \(un.org\)](https://un.org)
- [Quality Education Finalised Replaced Last page \(psu.edu.sa\)](https://psu.edu.sa)
- [Goal 7 Affordable and Clean Energy \(psu.edu.sa\)](https://psu.edu.sa)



U

# Introduction



What is UN sustainable development ?



What are the 17 goals(SDGs) that UN is seeking to achieve?





# HOW SDGS ARE IMPLEMENTED IN KSA?





# 1.SABIC



## UN SDG

**17** PARTNERSHIPS  
FOR THE GOALS



## Objectives

- Foster multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals.





## 2.Ministry of Education



### UN SDG

**4** QUALITY  
EDUCATION



### Objectives

- Building the human resources necessary for sustainable development by offering comprehensive, high-quality education to all segments of the society. Encouraging continuous education and affording opportunities to all. Creating a reliable high-education infrastructure to help support the achievement of sustainable development goals.

# References

- <https://www.moe.gov.sa/en/aboutus/aboutministry/Pages/sustainabledevelopment.aspx>
- [https://www.sabic.com/assets/en/Images/Sustainable-Development-Goals-2019-Roadmap\\_tcm1010-21094.pdf](https://www.sabic.com/assets/en/Images/Sustainable-Development-Goals-2019-Roadmap_tcm1010-21094.pdf)





# Sustainable Development goals



# What are the Sustainable Development Goals?



- The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.
- The 17 SDGs are integrated they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.
- Countries have committed to prioritize progress for those who're furthest behind. The SDGs are designed to end poverty, hunger, AIDS, and discrimination against women and girls.
- The creativity, knowhow, technology and financial resources from all of society is necessary to achieve the SDGs in every context.







- The Kingdom strives to boost general health for its citizens and residents, by launching several initiatives in the health sector at the local and global levels, including -but not limited to- supporting maternal and childcare programs, providing vaccinations, reducing infant mortality and increasing life expectancy.

### **Initiatives of Saudi Arabia to ensure a decent life and good health for all:**

#### **Ministry of Health (MoH):**

- ❖ *Reassurance initiative (Tamenī)*: The initiative aims to train and educate all obstetricians and gynecologists on the ultrasound machine, which is used in the diagnosis of pregnant women. This improves the level of performance, improves the service provided to pregnant women, and reduces waiting times and long appointments for pregnant women in radiology departments.
- ❖ *The National Measles Vaccination Campaign Initiative*: The initiative immunizes all children aged 6 months to 5 years with a booster dose of the measles vaccine; Where this vaccine is the only way to prevent disease.
- ❖ Several initiatives related to heart disease, vascular disease, diabetes, respiratory diseases, obesity, etc..







- The Kingdom of Saudi Arabia's Vision 2030 prominently includes several objectives to achieve the fifteenth goal of sustainable development. The Government of the Kingdom has also issued regulations to protect protected areas of wildlife and plants.

وزارة البيئة والمياه والزراعة  
Ministry of Environment Water & Agriculture



#### **Ministry of Environment, Water and Agriculture (MEWA):**

- *Wildlife protected areas regulation.*
- *Wildlife animals and bird hunting regulation.*
- *The regulation of preventing firewood.*

المركز الوطني  
لتنمية الحياة الفطرية  
National Center for Wildlife  
المملكة العربية السعودية



#### **National Center for Wildlife (NCW):**

- *Initiative to Protected Farasan Islands Area.*
- *Initiative to Protected Jabal Shada Area.*
- *Initiative to Protected Nafud al-'Urayq Area.*





# Exercise

List two of the Sustainable Development Goals?



# Resources

- United Nations Development Programme. Sustainable development goals.  
<https://www.undp.org/sustainable-development-goals>
- Unified National Platform. Sustainable Development Goals (2021).  
[https://www.my.gov.sa/wps/portal/snp/content/SDGPortal#header2\\_4](https://www.my.gov.sa/wps/portal/snp/content/SDGPortal#header2_4)





# Sustainable Development Goals: Integration with Business

Presented by:  
**Bayader**

MBA – BUS570



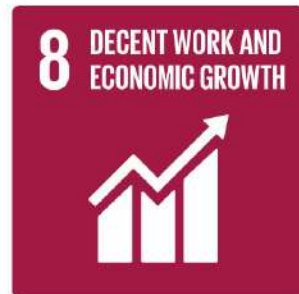
**UNITED NATIONS**  
SAUDI ARABIA



جامعة الامير سلطان  
**PRINCE SULTAN**  
UNIVERSITY



# SDGs?



# How It Began?



1945

1992



CONFERENCE  
ON ENVIRONMENT  
AND DEVELOPMENT





# SUSTAINABLE DEVELOPMENT GOALS



2015

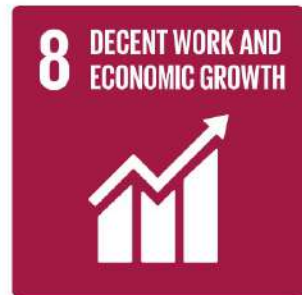
2020

Today

رؤية  
VISION  
2030  
المملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA

2030

stc



# 04



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**



In supporting the **Quality Education** SDG, STC is working towards the following UN targets to ensure by 2030:

- All girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
- Equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
- Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

By supporting quality, inclusive education and skills development; STC contribute to a greater pool of talent for their own workforce and for the economy in general.

Launched the TUBY app to give children the option of choosing from a selection of videos that are age appropriate.



Provided in-class sessions and one-to-one coaching for the InspireU Academy.



Donation of 2,273 electronic devices to the «Ertiqa» charity.



Granting children free access to educational platforms on Jawwy TV.



# 10



**Reduce inequality within  
and among countries**



In supporting the **Reduced Inequalities** SDG, STC is working towards the following UN targets to ensure by 2030:

- Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.
- Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

STC have a role to play in reducing inequality internally through empowerment and in the community through accessibility and development schemes.

Providing 40,000 internet SIM cards for free, in cooperation with the Digital Giving Initiative «Atta».



Engagement with women-owned suppliers increased 8%, representing a 3-year increase of 329%.



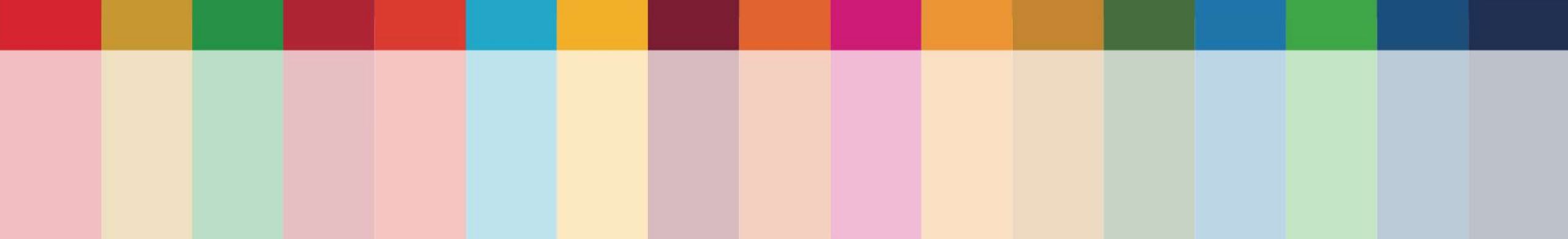
Collaborated with Bunyan Charity to distribute 735 Food basket and deliver it to the beneficiaries that most impacted.



98% of 3G population coverage.  
93.9% 4G population coverage.  
22.4% of 5G population coverage.







**THANK YOU**

# References

- STC Sustainability Report:  
[https://sustainability.stc.com.sa/?utm\\_source=google&utm\\_medium=cpc&utm\\_campaign=Sustainability\\_Apr\\_21&campaign=71700000081608723&sa\\_audience=true&gclid=Cj0KCQjwt-6LBhDIARIsAIPRQcKx4rk5DQSDYI4dRfzJGTqFpCF6h-zbQFYeO26kHFOJetOOnPx](https://sustainability.stc.com.sa/?utm_source=google&utm_medium=cpc&utm_campaign=Sustainability_Apr_21&campaign=71700000081608723&sa_audience=true&gclid=Cj0KCQjwt-6LBhDIARIsAIPRQcKx4rk5DQSDYI4dRfzJGTqFpCF6h-zbQFYeO26kHFOJetOOnPx)
- United Nations:  
<https://saudi-arabia.un.org/en>
- Reference of “1992” was taken from:  
[https://www.youtube.com/watch?v=0yAdFSDKKxE&ab\\_channel=UNDPWorldCentreforSustainableDevelopment](https://www.youtube.com/watch?v=0yAdFSDKKxE&ab_channel=UNDPWorldCentreforSustainableDevelopment)
- All logos were taken from the entity official website.

## Student's Presentations on SDGs BUS570 Course



**GOALS**

## The Kingdom's Efforts in Quality Education

Independent schools  
Equal opportunities

- Adult education and eradication of illiteracy
- Special needs education
- Education in the Kingdom's southern border

A comprehensive education system that matches labor market requirements

Indicators of status and characteristics of excellence:

- Citizenship
- Intellectual security and recognition of evidence
- Excellence characteristics

**"Education in Saudi Arabia is the cornerstone through which we can achieve our nation's aspirations towards progress and advancement in sciences and knowledge."**

© Ministry of Education  
Committee of the Two Holy Mosques  
King Fahd bin Abdulaziz

**GOALS**

جامعة الأمير سلطان  
**PRINCE SULTAN UNIVERSITY**

## Quality Education at PSU

**Metrics:**

- Research on early years and lifelong learning education
- Proportion of graduates with teaching qualification
- Lifelong learning measures
- Proportion of first-generation students

Overview of activities accomplished by the university

Total number of graduates with teaching qualifications: **5.4%**

Lifelong learning opportunities and initiatives at PSU: **82%**

First-generation students earning the first degree at PSU: **14.5%**

Source: Academic Year 2019





## SDGs Report AY 2021-2022 (Dr. Park, MBA BUS590)

### 1. BUS590 Course Description & Course Learning Outcomes:

This course introduces the MBA students to the general knowledge and perspectives of strategic management and exposes them to the actual practice of such fundamental concepts and tools through various activities such as analysis of cases, and interactive exercises practically. The major topics of emphasis in this course include critical terms in strategic management, business vision and mission, environmental analyses, strategy implementing, and strategy evaluation. On the successful completion of this course, students will be able to demonstrate the following CLOs:

Skills	Course Learning Outcomes
Knowledge & Understanding	CLO1: Demonstrate understanding of the essential concepts and theories in strategic management. CLO2: Recognize the various factors necessary for cultivating a competitive advantage in global environments.
Skills	CLO3: Analyze both the internal and external environments of the firm. CLO4: Evaluate potential alternative strategies (at the business, corporate, global-level) for corporations. CLO5: Demonstrate ability to express ideas and apply related technology.
Values, Autonomy & Responsibility	CLO6: Represent integrity and professional, academic values with ethical standards and leadership. CLO7: Show a teamwork output in the tasks given.

### 2. The Alignment of the SDGs (Sustainable Development Goals for Impact Ranking of THE)

This is the alignment of the SDGs (Sustainable Development Goals for Impact Ranking of THE)' to the course, MBA BUS590 (Strategic Management).

There is no doubt that the COVID-19 Pandemic has shaken the entire plans in Higher Education. However, it is also an excellent opportunity to make a healthier, more sustainable, and super resilient world by building firm, better, sustainable development goals (SDGs). Significantly, we can develop some transformative ways in our course in turbulent times as below.



SD G #	SDG topic	BUS590 Course Plans
Goal 3	Good health and well-being	<p><b>- Team Research Project with a keyword of SDG (In progress) : CLO 2, 3, 4, 5, 7</b></p> <p>: Making research paper by developing a corporate strategy and social responsibility with a keyword covering good health and well-being after COVID-19 Pandemic.</p>
Goal 4	Quality Education	<p><b>1. Special care and Follow-up for students with disabilities or student in similar circumstances amid COVID pandemic</b></p> <p>: Providing equal and fair educational opportunities online (virtually and physically) with special care</p> <p>One of MBA Student (ID: 219420860 Lulwa Alotaiby) is pregnant. As her doctor's recommendation, she can't get a second dose of vaccine until the week 10 passed. Hence, she couldn't come to campus to have her class on site, then, the instructor has created a Google meet (joining the class via online) to provide a fair education opportunity amid COVID19 pandemic as below:</p> <p>BUS590 SEC1196 211 Wednesday, September 1 · 6:00 – 9:00pm Google Meet joining info Video call link: <a href="https://meet.google.com/ygh-timn-jfa">https://meet.google.com/ygh-timn-jfa</a> Or dial: (US) +1 405-433-4054 PIN: 943 407 248#</p> <p><b>2. Implementing advanced virtual platform and various teaching tools for class: CLO1, 2, 4, 6</b></p> <p><b>1) Various teaching materials (Videos, photos, news articles, etc.) - Videos (uploaded in Moodle)</b></p>



## - News Articles (uploaded in Moodle)

### How Nike Solved Its Sweatshop Problem

<http://www.businessinsider.com/how-nike-solved-its-sweatshop-problem-2013-5>



Reuters

It wasn't that long ago that [Nike](#) was being shamed in public for its labor practices to the point where it badly tarnished the company's image and hurt sales.

The recent [factory collapse in Bangladesh](#) was a reminder that even though Nike managed to turn around its image, large parts of the industry still haven't changed much at all.

Nike was an early target for the very reason it's been so successful. Its business model was [based on outsourcing its manufacturing](#), using the money it saved on aggressive marketing campaigns.

Nike has managed to [turn its image](#) around. Nike hasn't [been completely successful](#) in bringing factories into line, but there's no denying that the company has executed one of the greatest image turnarounds in recent decades.

Here's the timeline of how Nike became a global symbol of abusive labor practices, then managed to turn things around:

- After prices rose and labor organized in Korea and Taiwan, Nike [begins to urge](#) contractors to move to Indonesia, China, and Vietnam.
- **1991:** Problems [start in 1991](#) when activist Jeff Ballinger publishes a report documenting low wages and poor working conditions in Indonesia.
- Nike first formally responds to complaints with a factory [code of conduct](#).
- **1992:** Ballinger publishes an exposé of Nike. [His Harper's article](#) highlights an Indonesian worker who worked for a Nike subcontractor for 14 cents an hour, less than Indonesia's minimum wage, and documented other abuses.
- **1992-1993:** [Protests](#) at the Barcelona Olympics in 1992, [CBS'](#) 1993 interview of Nike factory workers, and Ballinger's NGO "Press For Change" provokes a wave of mainstream media attention.
- **1996:** Kathy Lee Gifford's clothing line is shown to be made by [children in poor labor conditions](#). Her teary apology and activism makes it a national issue.
- **1996:** Nike [establishes a department](#) tasked with working to improve the lives of factory laborers.
- **1997:** Efforts at promotion become occasions for public outrage. The company expands its "Niketown" retail stores, only to see increasing protests. Sports media begin challenging spokespeople like [Michael Jordan](#).

## Timeline of a crisis: Starbucks' racial bias training

July 06, 2018 by [Sean Czarnecki](#)

The java giant closed all stores for racial bias training after two black men were arrested in Philadelphia earlier this year.



### April 12

Two black men are arrested by Philadelphia police after a Starbucks manager called 911, claiming they were trespassing.

A video of the incident quickly goes viral, leading critics to question why the men were arrested and whether race played a factor.

### April 14

The Philadelphia mayor's office and police department launch separate investigations.

Andrew Yaffe, a friend of the arrested men, says he was meeting them at Starbucks for a business meeting. Yaffe is a real estate investor.

Starbucks apologizes to the arrested customers, promising action to shore up in-store practices.

### April 16

Protesters demonstrate outside the Starbucks location in Philadelphia. The café manager behind the call eventually leaves the company.

A video of a black man being denied access to a bathroom in a California Starbucks after a white man was given access goes viral.

### April 17

Starbucks says it will close its 8,000-plus locations on the afternoon of May 29 to hold training for its almost 175,000 employees.

The curriculum will be developed with a range of experts in countering racial bias. The company goes into damage control, releasing a video statement from CEO Kevin Johnson and lining up interviews with media.

## 2) Flipped Learning (students' activities): CLO 4, 5, 6

Flipped Learning is a pedagogical approach in which direct instruction moves from the group learning space or traditional teaching approach passively to the individual learning space actively, and the resulting group space is transformed into a dynamic, interactive learning environment where the educator guides students as they apply concepts and engage creatively in the subject matter.




		<p>For this SELF-LEARNING &amp; ENGAGEMENT for quality education,</p> <p>BUS590 students participate in the flipped learning activities.</p> <p>The course BUS590 had a presentation that looked for real examples of strategies at various levels (Business-level, Corporate-level, and International-level) in our lives and explained them through news articles and photo materials. In addition, students had a meaningful time to create discussion problems corresponding to those cases individually and discuss them with all students.</p> <p><b>Note: Evidence of all activities has been submitted separately.</b></p>
Goal 7	Affordable and Clean Energy	<p><b>Developing research related to Clean Energy:</b></p> <p>The course BUS590's instructor is contributing to make research paper relate to topic of clean energy. Dr. Park submitted the manuscript entitled "Reshaping Global Energy Policy Based on Trend-Based approach in Big Data Analytics" for consideration by <i>Journal of Environmental Management</i> and currently it is under review.</p> <p>Research title: Reshaping Global Energy Policy Based on Trend-Based approach in Big Data Analytics</p> <p>Keywords: Energy, Climate change, Global warming, Trend-Based Strategy/Policy, Big Data Analytics, Semantic network analysis</p> <p><b>Note: Evidence of this activity has been submitted.</b></p>
Goal 17	Partnership for the goals	<p><b>Searching global partnership</b></p> <p>1) Notably, this course is assigned to senior students (graduating students) who are currently working or searching for other job opportunities. Accordingly, the instructor and students can cooperate to discover global working opportunities.</p> <p>For example, Building a global partnership with some Korean companies (Himedi, Cheil World Wide, Samsung, Hyosung which have business transactions with Saudi Arabia or the Middle East.</p> <p>2) One of MBA Students (ID: 219420848, Sarah Namshan) in BUS590 joined MIT Regional Entrepreneurship Acceleration Program (REAP). MIT Sloan has had participating faculty, government representatives, and business leaders with over 50 teams from around the world. She is working in the regional development department at Monshaat, and</p>

		<p>she is managing Saudi's participation (Hail and Eastern Regions) in the REAP program provided by the Massachusetts institute of Technology "MIT".</p> <p>Note: Evidence of this activity has been submitted.</p>
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*Drafted by:*

**Dr. Park, Young-Eun**

**Instructor of BUS590 (SEC1195, 1196) for the term 211**

Dr. Park 



# Chapter 13 Flipped Class Room Activity 202

Read Chapter 13 from the book. PPT slides are attached in Moodle for main points and answer the following question: [Read others works and comment as well] Take a plunge into cyberspace [Google Web] and discover some of the available secondary sources for information about measurement in sustainable marketing. Combine the search term "sustainability" and "metrics" with the name of any industry, such as "tourism", "jewelry", or "packaging". Now search the same combination of terms on Google Scholar, and a research database, such as EBSCO Host. How do the results differ? Tips: You may select any industry. In the questions types mentioned were just a few You can search on other research databases available on PSU Digital Library for example EBSCO Host

DR. AMIRA KHATTAK MAR 26, 2021 12:30AM

## Sustainability in the Food Industry (Meehaf Alghufaili, Ghada Alzmami, Gada Aldebasi, Haifa Aldebasi)

### Introduction:

The food industry on global level is facing a remarkable set of challenges. As the global population is anticipated increase rapidly by 2050, with 60% increase of food demand. And the earth's natural resources for instance water, land, and biodiversity are becoming harder to obtain. The consequences of climate change and environmental changes with temperatures and weather events. Are all showing direct effect on disruption of global food supplies, along with political instability around the world. Major differences exist on a global level between people with access to healthy, sufficient, and nutritious food and those who do not. Unfortunately, the food sector has major contributor on environmental challenges. Such as, deforestation<sup>3</sup> and greenhouse gas (GHG) emissions<sup>2</sup>. Nerveless, at the course of the last five years the food industry has witnessed an increase of efforts to adopt the sustainability initiatives and practices. In general **Sustainability in food industry** is defined as the process of meeting the needs of the present to access to higher quality food, by preserving the environment for future generations ability to meet their needs.

### Google Web Search Results:

According to (Béné, et al., 2019) there are 4 different indicators to measure sustainability in food industry, Environment that includes Air, Water, Soils and land, Biodiversity, and Energy. Also, Economic indicator that includes Financial performance, Employment rate, and Economic distribution. Along with, Social indicator with Gender/Equity, Inclusion (international), Inclusion (national) factors. And finally, Food & Nutrition indicator with Food Security, Food Safety, Food Waste and Use, and Nutrition. to understand the indicators better, The Nestlé company is considered a good example.

### Best practice:

The Nestlé company is one of the most recognized sustainable companies in the food industry. The company based its business strategy on the believe that "high-quality food and beverage products can only be maintained by business practices based on the principles of long term sustainable development". Nestlé has three primary sustainability approaches:

- **Sustainable Economic Performance and Development:** To locate aspects of production in the developing world, rather than to simply source raw materials there.
- **Sustainable Environmental Practices:** transforms perishable goods into safe, high-quality food products that meet the needs of consumers. In this process we take into account environmental considerations throughout the supply chain, from raw materials to the consumer. Water usage is a key environmental priority. Systematic management of our environmental performance is an essential factor in Nestlé's sustainable development strategy.
- **Sustainable Social Development:** create companies in each country that can be close to the consumer and develop bonds of trust over many decades. Fundamental to this way of doing business is investing in the skills of people in each country, creating long term relationships of trust with employees, suppliers, business partners, governments, and society as a whole. The Nestlé Corporate Business Principles lay out for each Nestlé employee the guidelines to follow in successfully implementing this long term approach to business.

### Google Scholar Search Results:

According to a study called "Seven Food System Metrics of Sustainable Nutrition Security" there are 7 The indicators in sustainable food industry, Food Nutrient Adequacy including Non-Staple Food Energy, Shannon Diversity, Modified Functional Attribute Diversity, Nutrient Density Score, Population Share with Adequate Nutrients indicators. The matric also proposed Ecosystem Stability which includes Ecosystem Status, Per-Capita Greenhouse Gas (GHG) Emissions, Per-Capita Net Freshwater Withdrawals, Per-Capita Non-Renewable Energy Use, Per-

Capita Land Use indicators. More of the matric categories the paper proposed Food Affordability & Availability with Food Affordability, GFSI Food Availability Score, Poverty Index, and finally, Income Equality. Also, the matric included Sociocultural Wellbeing with Gender Equity, Extent of Child Labor, Respect for Community Rights, Animal Health & Welfare. The paper also proposed Resilience metric with Food Production Diversit as indicator. Also, Food Safety, with Foodborne Disease Burden and GFSI Food Safety Score indicators and finally, Waste & Loss Reduction with Pre- & Post-Consumer Food Waste & Loss as indicator. (Gustafson, et al., 2016)

### Comparison:

Both platforms provided numerus material, matching to a certain extent. As Google gives the researcher an access to the entire web providing image, videos, articles and other formats of sources. On the other hand, Google scholar, the very idea behind it is that publications that are based on the results of research, studies, articles, theses, books and abstracts. Limiting so types of resources formats. Moreover, Google web is great way to start a research to collect and be inspired due to it various and wide scope. When on the other side Google Scholar is a great tool to build the findings on Google in an academic approach. Due to its scholarly material focused scope. So, as result, we were able to build this report from two platforms: definitions and indicators from Scholar academic sources, other aspects from Google. Noting that the best practice example was hard to find in scholar as it relies on the company's published report and not an academic source.

As for the indicator's comparisons, it seems that the depth and the richens of Google scholar is more than Google. Due to its academic and reliable nature. Both presented similar indicators. However, in Google scholar the indicators were presented with more academic vocabulary and terms. In comparison to google web result google scholar uses multiple indicators to measure the social science and sustainability exploring more holistic matter of society nature relationships problems.

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### Nestle CEO tells Jim Cramer his company's sustainability initiatives

Nestle CEO Mark Schneider breaks down his company's sustainability initiatives, including one of its biggest themes: Recycling.

CNBC



Amazing video, thank you — ANONYMOUS

## Sustainability Metrics in Electronics Industry (Shahad AlGhamdi, Nouf Alkhliwi, Nouf Aljuraywi)

Samsung 's measurement in sustainable marketing is the optimal example in the electronic industry. The findings below highlights the correlation relationship between the electronic industry and Samsung.

### Introduction:

The electronics Industry covers a major parts of different of the manufacturing procedures and products. The most visible products are consumer's electronic goods such as cellphone, television and computers. These products represents a small portion of the whole industry. The aspects of the electronics Industry covers manufacturing activities such as assembly of complicated system or production of switches (Edward,1991).

### Management:

Samsung electronics engages in a variety of environmental protection activities at all worksites, as well as with suppliers and local communities all over the world. Samsung comply with 'Environmental Safety Policy' and manage the workplace environment sector based on the Environmental Management System (ISO 14001) and Energy Management System (ISO 50001).

### Water Resource Management:

Water resource management is an integral part of protecting the environment surrounding Samsung's worksites and at the same time, an essential part of the product production process. Samsung focus on the 3Rs – Reduce, Reuse, Recycle – in managing water resources. Each of our worksites sets a water consumption target considering the water resources situation in the region as one of our KPIs.

### Waste and Pollutant Management:

In an effort to minimize waste generated during manufacturing processes, Samsung developed and mange process-specific waste control systems, including a product design and manufacturing process that considers resource efficiency. All Samsung's global worksites monitor the amount of waste

generated and recycled every month in order to achieve a waste recycling target of 95%. Worksites that fail to meet their target are encouraged to improve the recycling rate by analyzing the waste disposal methods.

### **Biodiversity Conservation Policy:**

With the principle of preserving biodiversity, Samsung have created action guidelines and have reflected them in the business plans. At the same time, Samsung are continuing to raise employee awareness about biodiversity conservation.

#### **1. Search result of "sustainability" and "metrics" in electronics industry:**

Advertising has become an essential tool to be utilized in order for the company to communicate its products and services to the public. Establishing adequate advertising strategies is important in order for the company to create a sustainable marketing plan. The rapid development of the internet and technology has drastically affected the concept of sustainable marketing in a different direction. According to Kim et al., (2020.) stated that in order to convey any messages through advertisements, the company must heavily rely on several factors such as behavioural and psychological attributes in order to assess the customers' reactions.

Advertising copies is the foundational basis of sustainable marketing because it will lead to positive results if it was utilized effectively. In a smartphone market, word-of-mouth and customer satisfaction are essential factors to appeal to consumers' wants and needs. There are two major categories that represent consumers' behaviour which are rational and emotional appeals. The emotional appeals represent feelings and desires that convince a customer to purchase a certain product due to its sentiments.

On the other hand, rational appeals signify customers' attitudes toward product quality and functionality. Therefore, combining these two factors align with sustainable marketing will result in a positive outcome specifically when conveying an important message to consumers (Kim et al., 2020). According to a new study titled "Toward Consumer Perception of Cellphones Sustainability: A Social Media Analytics" (2021) stated that most cellphone has a short life-span where sustainability estimation is necessary in a supply chain system in order to ensure that a minimum amount of waste is being utilized in order to protect the environment, as well as customers, are willing to pay higher for products that demonstrated higher social responsibility.

#### **2. Findings:**

Based on the secondary base search, the results provide a direct connection to Samsung management. It has a high focus on the chosen words, allowing to find information on water resource management, waste, and pollutant management (Sustainable Future 58). The stated terms are a well-known example of sustainability. At the same time, the search in cyberspace with the company name usually provides search results for the company. For the reader, it can lead to the report or site from the company's perspective. In this case, it includes the direct Samsung sustainability report considering its future plans.

In contrast, the search with the electronic database provides results of higher quality. It includes multiple scholarly articles, where the discussed topics and methodology differ from those in google search. For instance, the chosen article discusses the impact of behavioral and psychological attributes on consumers (Kim et al. 2). When comparing with the first search, it has a different perspective. While Google offers results from the company viewpoint, the database offers academic articles considering the work behind the scene or the consumer influence.

One of the superficial differences is that the article from the database centers on sustainable marketing, while the article from ordinary search focuses more on sustainable management. While there are similarities in goals or objectives, the processes are different. That is why, database article includes different theories and topics such as word-of-mouth, while the report has topics on funding and priorities.

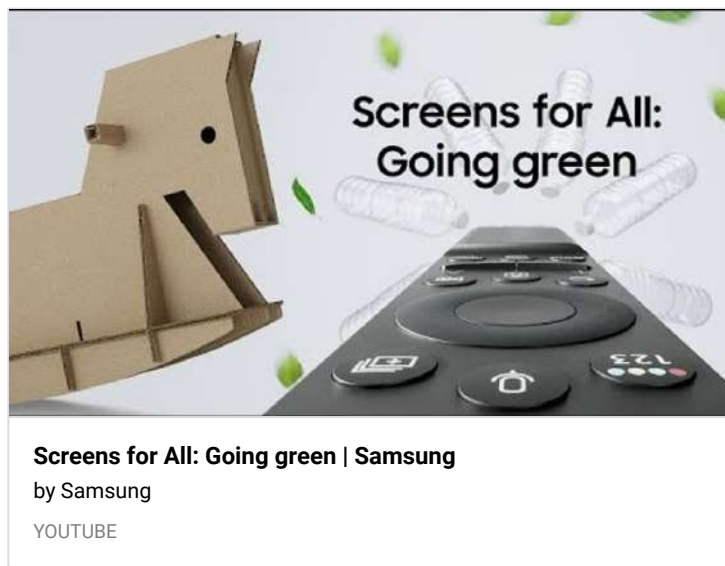
Overall, the database search is more qualitative since it allows to receive insights into intangible appeals and assets affecting consumer feedback in sustainability marketing. However, if the research purpose is quantitative and requires an organizational perspective, then the Google search suits the needs. The researchers should utilize different tools and databases depending on the goal.

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*It is interesting to learn that Samsung is going for minimal packaging, up cycling their products and transforming waste into technology. Thank you for sharing this insightful topic.*  
— ALYA ALJUBAILI

*Thank you girls for your efforts! interesting topic* — NORA ALMALIK

*Samsung has applied the sustainability and had success achieving it as a competitive advantage. Thanks for the insight.*  
— GHADA ABDULRAHMAN A. ALZMAMI

*The electronic industry is aggressively competitive, seeing company using sustainability as competitive advantage in my opinion sets example and drives other industries to proceed that.*  
— MEEHAF ALGHUFAILI

*We only have one electric company in Saudi Arabia, for that we don't have enough competitiveness for the company to take the sustainability route. But fortunately Vision 2030 takes care of that*  
— HANEEN ALGHAMDI

## Sustainability Metrics in Fashion Industry (Fatima Alabdulqader - Lulwa Alotibi - Hanan Alghamdi )

### I. Introduction

The Fashion industry is a global industry worth hundreds of billions of dollars, dealing in the buying and selling of clothes. The Fashion industry can be defined as any business involved in the designing, manufacturing, distribution, marketing, retailing, advertising, and promotion of all forms of apparel from the most expensive and rare couture to ordinary common use clothing. However, there has been a debate in the industry for a long time over whether the fashion industry includes only expensive designer clothing, or whether it also includes ordinary clothes worn everyday by people. The industry is valued at \$1.04 Trillion in 2021, and is expected to grow at a compounded growth rate of 4.40% till 2028, where it is expected to be valued at \$1.41 Trillion. The fashion industry involves a multitude of professionals at various points in the supply chain, who are as follows:

- Designers,
- Stores,
- Factory Workers,
- Embroiderers,

- Publicists,
- Salespersons,
- Models,
- Textile Manufacturers,
- Pattern Makers, and
- Sketch Artists.

The report aims to analyse the sustainability metrics used in the fashion industry with the help of information obtained through secondary sources. The secondary sources will be obtained primarily from Google Search Engine and search results from Google Scholar. The report also aims to compare the results from Google Search Engine and Google Scholar, and comment on the differences between the results of these two sources.

### II. Google Search Engine

**Search Phrase** = “sustainability metrics fashion industry”

Upon searching the above phrase, the following is the summary of the top three search results:

#### a) First Search Result

##### Particulars | Details

Title | “Infographic – Sustainable Fashion: Key stats and trends”  
Link | <https://earlymetrics.com/infographic-sustainable-fashion-key-stats-and-trends/>  
Author | Ms. Katerina Mansour  
Date of Article | 12<sup>th</sup> October, 2020

According to the article, 80% of all clothing sold in the European Union ends up in landfill. The article then tries to highlight how consumer patterns are evolving after increased awareness campaigns to highlight the environmental consequences of consumers purchasing habits and choices. This report cited a survey by Nostro according to which “52% of survey respondents wanted the fashion industry to become more sustainable”. The article then went on to highlight that even though more than half the respondents wanted more sustainability in the industry but “only one-third were prepared to pay more”. The article then went on to cite another survey conducted by KPMG according to which “60% of consumers in Hong Kong, Shanghai, London, New York and Tokyo would prefer sustainable fashion if the price were the same as “normal” fashion. Only 13% were willing to pay a higher price”.

The article also analysed the problem of “Greenwashing” where organization make misleading claims about “the eco-friendly nature of their products” with H&M being a prominent brand accused of this malpractice. Finally, the article concluded about how there are multiple brands which are providing sustainable alternatives to the existing brands, by incorporating and adopting sustainability practices in materials used, supply chains, and changing consumption patterns.

## b) Second Search Result

### Particulars | Details

|  
Title | “Why Measuring Sustainability Is Key to Improving Fashion’s Impact”  
Link | <https://wwd.com/business-news/business-features/backbone-ceo-think-tank-1203338786/>  
Author | Mr. Matthew Klein  
Date of Article | 9<sup>th</sup> October, 2019

The article highlights that the fashion industry is responsible for 10% of global carbon emissions. The article highlights the resistance of existing companies in the industry to move to a more sustainable and environmentally friendly production process, but points out the opportunities in shifting to a more sustainable paradigm. The article goes on to cite various examples of companies which have adopted sustainability practices and are succeeding. One of the examples cited is that of Naadam, a company based out of Mongolia dealing with the production and distribution of Cashmere. According to the article “The company uses 100 percent clean energy in its production facilities and works to combat desertification through a network of fencing structures, allowing fresh pastures to grow and thrive. They’ve also created the Naadam park, planting more than 2,000 trees with plans to plant another 10,000 over the next two years. The park will also feature the only grass soccer field in a 500-mile radius, which will drastically improve the local economy and community spirit.”

The article then suggested customers about the various questions they can use to measure sustainability such as:

- “How much fabric, what materials, and how many components are you using? Why are you using those?”
- How many samples are you making? How can you cut that number down?
- How much inventory are you over-ordering? How can you improve that efficiency?
- How do you access data related to your impact on the environment? How can you more intelligently use that data to improve your impact? etc.”

## c) Third Search Result

### Particulars | Details

|  
Title | “Sustainable Fashion Market Analysis Shows the Market Progress in Attempt to Decrease Pollution in The Global Ethical Fashion Market 2020”  
Link | <https://www.globenewswire.com/news-release/2020/10/28/2116073/0/en/Sustainable-Fashion-Market-Analysis-Shows-The-Market-Progress-In-Attempt-To-Decrease-Pollution-In-The-Global-Ethical-fashion-Market-2020.html>  
Author | NA  
Date of Article | 28<sup>th</sup> October, 2020

The article begins by highlighting the pollution caused by the apparel industry by citing a statistic that “apparel manufacturing releases around 1.2 billion tons of greenhouse gases”; and then urges customers to focus on sustainability. The article then stresses on the importance of social media in creating awareness about sustainable fashion. Due to this increased awareness, the internet searches of the phrase ‘sustainable fashion’ increased by 3 times as compared to 2016. According to a study conducted by McKinsey US Cohort survey in 2019, “around 66% of respondents said that they consider sustainability when purchasing a luxury product”.

The article then describes Ethical Fashion as “designing and manufacturing of clothes while caring for the people and communities involved in the process, and while also minimizing the impact on the environment”. The Global Ethical Fashion industry is valued at \$6.35 Billion in 2019, and is expected to grow at the rate of 9.10% to \$15.70 Billion in 2030.

The article then cited the examples of some countries which are promoting government programs to encourage adoption of sustainable fashion. For example: France passed a law which “requires clothing companies in the country to follow around 100 sustainability provisions, including a prohibition on the destruction of unsold goods.”

## III. Google Scholar

**Search Phrase** = “sustainability metrics fashion industry”

Upon searching the above phrase, the following is the summary of the top three search results:

### a) First Search Result

#### Particulars | Details

|  
Title | “Sustainable Development and Sustainability Metrics”  
Link | <https://aiche.onlinelibrary.wiley.com/doi/epdf/10.1002/aic.690490802>  
Author | Mr. Subhas K. Sikdar  
Date of Article | August, 2003

According to the United States. EPA’s National Risk Management Research Laboratory, “sustainability occurs when we maintain or improve the material and social conditions for human health and the environment over time without exceeding the ecological capabilities that support them”.

The paper then analyses sustainability metrics, where it breaks down sustainability indicators into two types, namely Content Indicators (the indicators which indicate the state of a system) and Performance Indicators (the indicators which measure the performance of the system). This paper only studies Performance Indicators, and divides them into the following three parts:

- Group 1 (1-D): economic, ecological, and sociological indicators

- b) Group 2 (2-D): socio-economic, eco-efficiency, and socio-eco-logical indicators
- c) Group 3 (3-D): sustainability indicators

The paper then finally suggests a Hierarchical Metric system, where we measure the 3-D indicators first, and then if further information is required for decision making, then we need to measure the 2-D and 1-D indicators.

## b) Second Search Result

### Particulars | Details

|  
 Title | “Cultures of Sustainability in the Fashion Industry”  
 Link | <https://www.tandfonline.com/doi/full/10.1080/1362704X.2018.1532737>  
 Author | Mr. Kedron Thomas  
 Date of Article | 15<sup>th</sup> January, 2019

This article tries to analyse the different organizations in the fashion industry view “sustainability”. It points out the “remarkable variability across the fashion industry in how people working in the industry define and operationalize sustainability”. This article is based on in-depth interviews conducted in the cities of Portland (Oregon), San Francisco, and London. The article attempts to qualitatively analyse “how broad social and cultural movements intersect with the particular work roles of fashion industry participants to shape meanings and practices of sustainable fashion”.

The article observes that there are huge fundamental differences between how managers and designers have radically different perspectives on how they define sustainability and the different ways in which they try to achieve sustainability. The author argues that these conflicting meanings, values, and practices are irreconcilable because a common understanding of the term would involve choosing between one set of definitions over the other set.

The author concludes by analysing and stressing upon the importance of the contribution of corporate policies and workplace dynamics for achieving sustainability in the fashion industry, but also suggests that achieving sustainability would require “an analysis of the social and cultural contexts that shape work, enterprise, and related ethics and values”.

## c) Third Search Result

### Particulars | Details

|  
 Title | “Sustainable fashion themes in luxury brand storytelling: The sustainability fashion research grid”  
 Link | <https://doi.org/10.1080/20932685.2019.1573699>  
 Author | Mr. Arch G. Woodside  
 Date of Article | 13<sup>th</sup> March, 2019

The paper deals primarily with marketing of sustainable practices in the industry by luxury brands, with a specific focus

towards sustainability fashion grid. The entire paper can be divided into six broad parts, which are summarized as below:

- a) The paper begins by describing Sustainable Fashion (also known as “Eco Fashion” as a consumption philosophy aimed towards system maintainability. System Maintainability is defined as “a system to create regularity which is supportable indefinitely in terms of human impact on the environment and social responsibility”.
- b) The second part of the paper studies the conceptual and operation definition of sustainable fashion.
- c) The third part deals with “sustainable fashion research grid” as a tool for cataloguing research related to this area by focusing on seven sustainability issues namely: fairness, authenticity, functionality, pollution audit, worker audit, social/environmental damage, and governance audit.
- d) The fourth part of the paper deals with recording the “attitudes, beliefs and behaviours towards sustainable development” of respondents; along with calling for research on integrated data collection.
- e) The fifth part calls for the “creation/use of objective indicators of sustainable behaviour jointly formulated by marketers and consumers”.
- f) The last part of the paper calls for the use of storytelling for the purposes of learning about “implicit attitudes, beliefs, and behaviours about fashion sustainability, as well as the relationship between storytelling and sustainable speech in influencing consumers’ beliefs and behaviours”.

## IV. Comparison

If we compare the findings from the top three search results from Google Search Engine and Google Scholar, we can realize that all the search results define sustainability with a focus towards preserving and conserving the environment, and basically describing the term sustainability as adoption of more environmentally conscious business practices.

However, there are a number of differences which can be noticed between the search results from the two different sources:

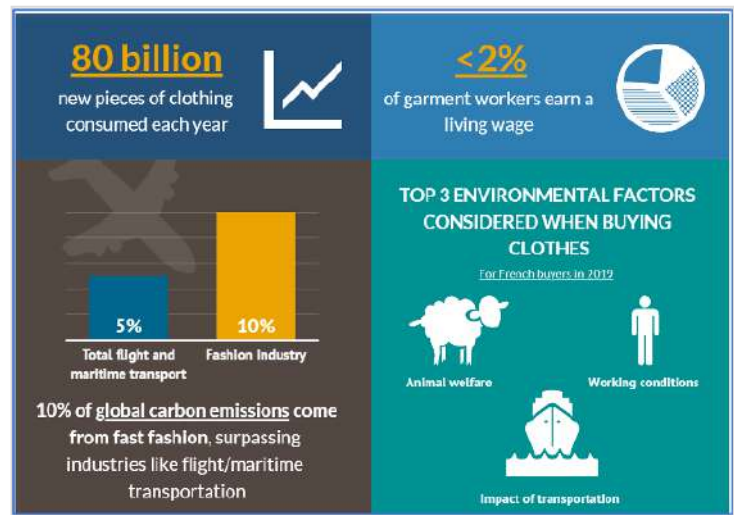
- a) All the Google Search Engine results contained sustainability metrics and practices in the Fashion Industry. However, one of the search results in Google Scholar dealt with just sustainability practices in general, and was not researched with a focus on the fashion industry.
- b) The Google Scholar articles prescribed tangible measures through which we can measure sustainability, while the Google Search Engine results did not contain any tangible metrics through which we can measure sustainability
- c) The Google Scholar articles also highlighted how there is a very different understanding of the definition of sustainability among the different stakeholders in the industry, and therefore measuring sustainability is very difficult. However, the Google Search Engine articles did not emphasize on the varied understandings of the term among different stakeholders.
- d) The Google Search Engine articles contained industry and consumer perspectives about sustainability and statistics regarding their opinions towards sustainability along with their decision-making process under different environments. However, the Google scholar articles did not contain any



references on public perception regarding sustainability in the fashion industry.

e) The Google Scholar Articles also studied the factors which influence sustainability (corporate policies, cultural environment, societal factors, etc.), and therefore are able to prescribe recommendations on how to improve sustainability in the industry in a more precise manner. However, the Google Search Engine articles did not attempt to analyse the factors behind adoption of sustainability practices.

f) The Google Search Engine articles cited multiple real-life examples or organizations adopting sustainable practices in their operations and succeeding in the modern business environment. However, the Google Scholar articles did not cite any examples to illustrate the adoption of sustainability practices.



very interesting topic! the charts are very clear thank you  
– NORA ALMALIK

Thank you girls for sharing this interesting Information  
– NOUF ALKHLIWI

Thank you so much for such valid information i really liked the method which can be applied to measure the metrics  
– BANAN ALSULAMI

Thank you for this insightful topic. – SHAHAD ALGHAMDI

Thank you for sharing this rich and detailed topic about fashion. It was very insightful. – ALYA ALJUBAILI

communities awareness about sustainability is pushing the industry to adapt , thanks for the clear information .  
– GHADA ABDULRAHMAN A. ALZMAMI

Thank you for your detailed analysis. the fashion industry is one of the most interesting ones to me as it affects my daily life.  
– MEEHAF ALGHUFAILI

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## Sustainability Metrics in The Furniture Industry (Banan Alsulami - Sara Bin Talib - Noura almalik - Aljawhara AlYousef )

### Introduction:

The furniture industry in Saudi Arabia is considered one of most developing industries within the GCC region, that is due to the significant increase in the demand of residential property, as well as the growth of real estate. Since the manufacturers are facing a shortage of raw materials and parts which are necessary for furniture manufacturing, they have increased the import of raw material. However, this is expected to decline which will reduce the gap between supply and demand. That is with the help of the internet and e-commerce advertisements and promotions as consumers can now order any piece of furniture they desire from anywhere in the world. (mordor intelligence, 2020)

### Sustainable metrics in google web:

**Keywords:** sustainable, furniture, metrics, market, industry

Sustainable/ Industrial/ Recycled furniture design is an effort to address the environmental impact of furniture products on the environment by considering all aspects of the design and manufacturing process. Design considerations can include using recycled materials in the manufacturing process and using products that can be disassembled and recycled after their useful life. Sustainable furniture design strives to create a closed-loop cycle in which materials and products are perpetually recycled so as to avoid disposal in landfills. The Think Chair by Steelcase is a recent example of sustainable furniture design. When plunging the "Sustainable metrics furniture industry" in google web multiple words have been used to identify the criteria where the sustainability in the furniture industry sets in and there were significant results from different perspectives the first one focused on the sustainability from the economic and social perspective, other mainly focused on the market value from adopting the eco-friendly furniture which is market size was valued at USD 35.2 billion in 2019. Rising adoption of sustainable materials in furniture production which became a trend worldwide where there were initiatives of having the World's Eco-friendliest Furniture Factory? This results indicates that the global changes are driven by the trends and the market value of adopting those trends and this goes to the area of sustainability as well.

#### **Sustainable metrics in google scholar:**

**Keywords:** sustainable, furniture, metrics, market, industry

The results from google scholar were scientifically based, According to the article by Alexandre Feil, Daniela de Quevedo & Dusan Schreiber addresses the need to have a Structured framework for measuring sustainability levels, especially in furniture-related micro and small businesses. In order to enable them to assess and track their level of sustainability with metrics, and sustainability index. There is currently no framework for assessing sustainability and integrating sustainability in the furniture industry management. The proposed scheme may therefore be found exceptional in this paper.

Another paper discusses the importance of Environmental management accounting (EMA) where it is known to be an effective industry method to bring knowledge about environmental risks and benefits into business decision-making. The Sustainability Scorecard increases the awareness of an organization's own processes and helps corporate decisions. The development of a sustainable scorecard consists of the development of a driver model that connects the main operational success areas to the vision of an organization and defines essential performance metrics and objectives. EMA should be incorporated into the balanced scorecard by identifying the issue areas and creating success metrics.

#### **Comparison and conclusion:**

In Conclusion, the furniture industry is huge and very hard to ignore when it comes to sustainability. As the sustainable practices become more available and more necessary in the age and time. We can see in our Google Web Search how it became a trend, especially when furniture is a necessity that we cannot go on with, the new generation of consumers will always prefer the sustainable products. In the other hand, Google scholar shows how can we be sustainable as part of the furniture industry, and what methods and framework we can build our strategy on top of that. Also, the search in Google Scholar shows how to measure how sustainable we are as a business. To sum up what we learned from our search in both engines, if you are looking for what is trending in the market from consumers point of view, go to Google search. If you are looking for strategies and actual frameworks to adopt and practice, Google Scholar is your destination!

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### **This Guy Is Making Furniture and Buildings out of Your Trash | Nat Geo Live**

by National Geographic

YOUTUBE

*Very rich input and findings, The video is very interesting too.  
Thank you, girls! – LUBNA ALMOTAIRI*

*I like the video, amazing work, thank you – FATIMAH ALABDULQADER*

*Sustainable practices are very important in furniture industry due to increasing demand in this industry. Thank you girls for sharing this insightful information. Great work! – NOUF ALKHLIWI*

*It's very nice to know that all industries including the furniture industry can go sustainable with their manufacturing. Thank you for sharing this topic. – ALYA ALJUBAILI*

*very intresting subject speacilly here in Saudi Arabia where the sustainabilty in this particular industry is still mature.  
– MEEHAF ALGHUFAILI*

*The HVAC Energy Management System seems like a very promising solution for achieving sustainability, since it is environmentally friendly but at the same time, it also reduces costs. I also like the fact that you drew a distinction between the search results from Google Search Engine, and from Google Scholar, and yet emphasized on the importance of both of them.  
– ANONYMOUS*

*The HVAC Energy Management System seems like a very promising solution for achieving sustainability, since it is environmentally friendly but at the same time, it also reduces costs. I also like the fact that you drew a distinction between the search results from Google Search Engine, and from Google Scholar, and yet emphasized on the importance of both of them.  
– LULWA ALOTAIBY*

## **Sustainability Metrics in the Hospitality Industry (Alya Aljubaili)**

### **Introduction:**

The hospitality industry is becoming strongly aware of the benefits related to implementing sustainability initiatives and optimizing its operations to encourage tourism, to conserve and protect natural resources, while parallelly maintaining guest expectations. (Meeroff, Scarlatos, Bloetscher & Sobel, 2020).

**Key Words:** Sustainability, Metrics, Hospitality

### **Google Web Search Results:**

According to an article by Attala (2021), The hotel industry is responding to the need of implementing innovation and sustainable growth measurement in hotel operations in number of ways. Hotel operators are reinventing the use of technology that will reduce their carbon footprint and overhead to more sustainable guest experiences that provide more environmentally conscious consumers.

For example, energy usage is considered to be one of the fastest growing operating costs for the hotel industry (Attala, 2021). Hence, implementing smart energy management systems such as HVAC Energy Management Systems can help obtain new levels of sustainability as well as reducing operating cost while offering guests the best experience (Attala, 2021). Additionally, IoT energy management systems are also helping hotels reduce their lighting energy consumption by tracking occupancy patterns, set preferred lighting times, and improve overall lighting energy consumption (Attala, 2021).

Many of these sustainable practices offer cost-savings that not only pay for their initial implementation but increase overall hotel profitability.

Another article mentioned the current trends in sustainable hospitality in order to accommodate more guests and build more sustainable properties, and at the same time reduce the sector's carbon footprint to achieve complete decarbonization by 2050. Eco-friendly key trends such as cutting down on food waste, minimize water usage, eliminating plastic, conserving energy, creating a paperless hotel and integrating a sustainable architecture ("Sustainable Hospitality: Eco-Friendly Industry Trends and Tips", 2019).

### **Google Scholar & EBSCOhost Search Results:**

A study titled "Environmental Sustainability in the Hospitality Industry: Best Practices, Guest Participation, and Customer Satisfaction" conducted a survey on 120,000 hotel guests across the U.S, who showed the appreciation and interest in hotels that adapts sustainability practices in their nonstop operations such as water conserving fixtures and linen-reuse programs. Still the existence of green practices does not overweigh considerations of price and convenience in preferring a hotel (Bruns-Smith, Choy, Chong & Verma, 2015). In addition, the study showed that guests were willing to contribute due to the incentives "loyalty program points: they were offered for their participation in the environmental programs(Bruns-Smith, Choy, Chong & Verma, 2015). According to Bruns-Smith, Choy, Chong & Verma (2015), "the link between environmentally sustainable programs and improved customer satisfaction is weak compared to standard drivers like facilities, room, and food and beverage quality, however, hotels are increasingly expected to maintain sustainability programs as a regular feature of their business." Similarly, the study did find that guest satisfaction was not diminished by environmentally sustainable programs, hence the decision to implement the programs rely mostly on cost-benefit analysis.

Another study called "Implementation of Sustainability Practices in the Hospitality Industry" identified some sustainability initiatives that will likely help make the most impact for hotels. these impacts include: 1) installation of computerized energy management systems to track and control electricity consumption in the guest rooms and common areas, 2) high efficiency lighting for all areas of the property, 3) recycling and

composting, 4) thermal comfort systems to have more control of temperature and humidity set-backs, 5) sub-metering to reduce sewer charges for items such as irrigation systems, cooling towers and pools, 6) renewable energy options for water heating or back-up power applications, 7) switching to green cleaners, products, and finishes, 8) water use efficiency practices 9) product substitution (i.e. reusable items or recyclable items), and 10) performance contracting to help finance implementation projects through forecasted savings and limit upfront capital expenditures (Meeroff, Scarlatos, Bloetscher & Sobel, 2020). The study also suggests that hotels can plan to implement new sustainable projects such as 1) create “allergy-friendly” rooms, 2) increase signage to market sustainability initiatives to guests and staff, 3) switch to ecofriendly water treatment chemicals for cooling towers, 4) expand guest recycling services, and 5) implement leak detection programs (Meeroff, Scarlatos, Bloetscher & Sobel, 2020).

### Comparison & Conclusion:

Although both search engines results are informative, the information on Google Web are based more on individual's opinion. However, Google Scholar & EBSCOhost search engine relays more on studies and research that follow a formal and academic structure as well as including data based on qualitative and quantitative methods.

Moreover, all search engines almost provide the same conclusion that climate change and the environment are the main challenges faced by humanity and to be successful is if people start to reconsider the way they live and do business. The hotel industry has been particularly proactive in implementing more sustainable practices, from operations to guest experience to how properties are designed and constructed. Many of these measures lead to cost-savings, reduce overall overhead and increase profitability.

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### Sustainability at Grand Hyatt Singapore

by Charlotte Mei

YOUTUBE

Thank you Alia for sharing this insightful Information  
— NOUF ALKHLIWI

Thank you Alya for discussing these interesting information.  
— SHAHAD ALGHAMDI

Very insightful research, Alya! I like how the Hotel industry is proactive in terms of sustainability. — LUBNA ALMOTAIRI

Thanks Alya this is very interesting to read.  
— ALJAWHARAH ALYOUSEF

Interesting to know how hotels industry are following sustainability measures as a part of their hospitality.  
— ANONYMOUS

Very interesting topic! thank you for sharing Alya — ANONYMOUS

Interesting topic! i loved the way you presented it. Thanks  
— NORA ALMALIK

It was interesting to note the value of this market being as large as \$35.20 Billion. The varied perspectives on consumer trends and the scholarly articles on frameworks and practices which can be considered for adoption in the industry provide a holistic overview of the entire issue. — FATIMAH ALABDULQADER

thank you so much for the valuable information! the video made me think a lot about how hotels are enhancing the sustainability in a good way — BANAN ALSULAMI

Its interesting to see that applying sustainability is cost saving , more profitability with increasing customer satisfaction.  
— GHADA ABDULRAHMAN A. ALZMAMI

interesting topic, now I'm interested to search even more about it to fulfill my curiosity about how different franchisers are applying the same standards around the world — MEEHAF ALGHUFAILI

Interesting topic , thank you alya — LULWA ALOTAIBY

I think hospitality is one industry with the greatest potential of sustainability. thank you for this topic — HANEEN ALGHAMDI

## Sustainability Metrics in The Fast Fashion industry (Lubna Almotairi)



## The Fast Fashion Industry, an introduction:

In the business world, the term fast fashion describes a highly profitable business model that focuses on replicating the high-fashion designs, and produce them at a very lower cost. This means that it copies the trendy high-end designs and produces them in a cheaper cost. This model fulfills the desire of consumers who want to wear luxury brands and cannot afford them. The fashion industry by itself is considered to be one of the prominent industries in the world with a serious negative impacts on the social and ecological environments. This is due to the fact that textile, apparel and footwear manufacturing is highly dependent on a high consumption levels of water, energy and chemicals. However, this particular model contradicts with substantiality goals and principles as it is built on overproduction and consumption that made fashion one of the world's largest polluters.

### What is the impact of fast fashion?

*To understand first how to measure sustainability, we need to identify its impact. Fast Fashion negatively impact four pillars, the planet, the workers, the animals, and the consumers themselves.*

**On the planet:** The pressure to reduce costs and speed up the production means that it is bringing high environmental concerns. The negative impact of fast fashion on the planet includes the use of cheap, toxic textile. The pace of the industry and consumers demand increased impact on other environmental areas such as land clearing, biodiversity, and massive textile waste.

**On Workers:** Not only there is an effect of on the environment, a human cost is also apparent in this industry. Fast fashion impacts who work in dangerous environments, for low wages, and without fundamental human rights.

**On animals:** Animals are also impacted by this industry—by the toxic dyes released in waterways and the microfibres released in oceans. Also, when animal products such as leather and fur are used, animal welfare is put at high risk.

**On consumers:** Finally, fast fashion can impact consumers themselves, encouraging a 'throw-away' culture because of both the the speed at which trends emerge.

## Sustainability Metrics in Google

The CEO Fashion Agenda 2020 shines a light eight sustainability priorities for this industry including the fast fashion industry. Those priorities are classified into two categories, the first one is the core priorities for immediate implementation and the second one is transformational for fundamental change. The core priorities include Supply Chain Traceability, Reversing Climate Change, Efficient Use of Water and Chemicals, Respectful and Secure Work Environments. The latter includes Sustainable Material Mix, Circular Fashion System, Promotion of Better Wage System, and Fourth Industrial Revolution. Each of these priorities are explained in details, with the current status and recommendation of what can be changed. So in short, such priorities can be a measurement tool for Fast Fashion retailers.

Moreover, many other resources emphasized on three measures, Climate Change, Labor and Human Rights, and Consumers Awareness. These can be measured by the Higg Index, which is a suite of tools that enables brands to accurately measure and score a sustainability performance. This Index provides a holistic overview on Product, Facility and Brand & Retail. These cover material Sustainability, product module, Facility Environmental Module, Social & Labor Module. Global brands and retailers also use the Higg Brand & Retail Tool to assess the sustainability of product lifecycles, the environmental performance of their operations, and the social impacts across the value chain.

## Sustainability Metrics in Google Scholar

The sustainability metrics in Google Scholar indicated that sustainably can be measured by Material Sourcing & Use, Energy Consumption, Water Management, Biodiversity, Waste & Emissions, Process & Packaging and Supplier Management. Some papers suggested that the environmental Impact assessment classifies and combines the flows of materials, energy, and emissions into and out of each product system by the type of impact their use or release has on the environment. One study used the life cycle impact assessment method IMPACT 2002+ vQ2.2 (Joliet et al. 2003, adapted by Quantis). The metrics used are climate change in kilograms of carbon dioxide, freshwater withdrawal, human health, ecosystem quality, and resource depletion.

A study by Bick, R., Halsey, E. and Ekenga, on global environmental injustice of fast fashion emphasized on the effect of fast fashion made including the human and environmental health risks, this is measured by the the growth of water-intensive cotton, the release of toxic dyes into water sources, worker's low wages and unsafe working conditions, and overall the environmental and social costs involved in textile manufacturing.

## Google Scholar and Google (Findings)

Both results indicated a rich, comprehensive measurements and metrics to measure sustainability in the Fast Fashion industry. As much as the impact is widespread, the measurements were also very diverse and many methods and indicators were used, but the three main pillars it had in common were focused on Environmental (Chemicals, Water, and Waste), Human Rights (Wages, Safety of Work Environments) and Social Costs which includes the consumer awareness and behavior and the overall lifecycle of the industry.

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**The true cost of fast fashion | The Economist**

by The Economist

YOUTUBE

*Thank you Lubna for highlighting the sustainability issues facing the fashion industry. The research insights us with the major sustainable metrics that the industry must put in mind, which are mainly the environment, human rights and social costs that is associated with the consumers and the products lifecycle.*

— ALYA ALJUBAILI

*Thank you Lubna for this enriching information about the fast fashion industry.*

— SHAHAD ALGHAMDI

*Thank you Lubna, this is for sure changes some perspectives i had on the fashion industry!*

— ALJAWHARAH ALYOUSEF

*Wow! that was fun to read! thank you for sharing*

— NORA ALMALIK

*Amazing , thank for this fruitful insight concerning fashion .*

— SARAH TALIB

*Sustainability Metrics in the Fast Fashion IndustryThe impact of fashion fashion on various aspects ranging from the Planet, workers, animals, and consumers was fascinating and very informative. The research paper by Jolliet suggesting the adoption of Life Cycle Assessment method seems very practical and important for adoption by the industry.*

— FATIMAH ALABDULQADER

*Very interesting information , Thank you Lubna*

— NOUF ALKHLIWI

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**SUSTAINABLE DEVELOPMENT GOALS ALIGNED WITH**  
**BUS 582 – PRODUCTION AND OPERATIONS MANAGEMENT**  
**DR. LUISA PINTO**

#SDG	SDG TOPIC	BUS 582 COURSE SYLLABUS
9	Inovation, Industry and Infrastructure	<b>1 - Introduction to operations management</b> <ul style="list-style-type: none"> <li>– Ethics, Social Responsibility, and Sustainability</li> </ul> <b>2 – Product and service design</b> <ul style="list-style-type: none"> <li>– Designing for Sustainability</li> </ul> <b>3 - Competitiveness, strategy and productivity</b> <ul style="list-style-type: none"> <li>– Sustainability strategy</li> </ul> <b>5 - Process selection</b> <ul style="list-style-type: none"> <li>– Sustainable Production of Goods and Services</li> </ul> <b>7 - Supply Chain Management</b> <ul style="list-style-type: none"> <li>– Sustainable Supply Chain Management</li> </ul>
12	Responsible Consuption and Production	<b>1 - Introduction to operations management</b> <ul style="list-style-type: none"> <li>– Ethics, Social Responsibility, and Sustainability</li> </ul> <b>2 – Product and service design</b> <ul style="list-style-type: none"> <li>– Designing for Sustainability</li> </ul> <b>3 - Competitiveness, strategy and productivity</b> <ul style="list-style-type: none"> <li>– Sustainability strategy</li> </ul> <b>5 - Process selection</b> <ul style="list-style-type: none"> <li>– Sustainable Production of Goods and Services</li> </ul>

		<b>6 - Management of quality</b> <ul style="list-style-type: none"> <li>– Quality certification, TQM / Six Sigma/ Six-Lean Sigma</li> </ul> <b>7- Supply Chain Management</b> <ul style="list-style-type: none"> <li>– Sustainable Supply Chain Management</li> </ul>
<b>13</b>	<b>Climate Action</b>	<b>1 - Introduction to operations management</b> <ul style="list-style-type: none"> <li>– Ethics, Social Responsibility, and Sustainability</li> </ul> <b>2 – Product and service design</b> <ul style="list-style-type: none"> <li>– Designing for Sustainability</li> </ul> <b>7-Supply Chain Management</b> <ul style="list-style-type: none"> <li>– Sustainable Supply Chain Management</li> </ul>
<b>#SDG</b>	<b>SDG TOPIC</b>	<b>BUS 582 RESEARCH PROJECT</b>
<b>9/12</b>		Green Purchasing In Saudi Arabia Organizations
<b>9/12</b>		Corporate Social Responsibility In Saudi Arabia Organizations

## Marketing Management MKT530

This course aligns with several SDGs as the following:

### SDG 4 Quality Education:

In this course we try to improve the course and update it according to latest trends and changes in the market and guest speakers are invited to link theories to practice (Kindly find flyers attached)



### SDG 5 Gender Equality:

This SDG is mainly about empowering women and offering equal opportunities for both genders. PSU MBA program is implementing this by offering the MBA program and this course for both campuses Male and Female.

### SDG 12 Responsible Consumption and Production:

Throughout the course and the different covered topics, students are encouraged to understand the importance of sustainable consumptions and production patters from both the theoretical perspective and the practical perspective too.

## **FIN559 (Selected Topics in Finance)**

### **Terms 201 and 202**

**Instructor: Dr. Rhada Boujlil**

The following SDG was implemented/integrated in FIN559 throughout the last Academic Year 2020-2021:

#### **SDG 9: Industry Innovations and Infrastructure**

**SDG 9:** This goal evolves around building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. It aims to develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

#### **Term 201**

In accordance with SDG 9, I have organized a webinar on “**Entrepreneurial Finance Concepts, Venture Capital, and Trends in Firm Investment in the Middle East**” in the first half of AY 2019-2020 (October 27<sup>th</sup>, 2020) presented by Dr. Jennifer Brodmann, an assistant professor at California State University-Dominguez Hills and a Faculty Researcher at the South Bay Economic Institute, who delivered an informative presentation on Entrepreneurial Finance Concepts, Venture Capital, and Trends in Firm Investment in the Middle East.

This webinar supports SDG 9 in that it sheds the light on a variety of targets of SDG 9 such as developing quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being. Dr. Brodmann discussed at length Entrepreneurial Finance concepts focusing on venture capital, modes of start-up investments (acquiring small business loans and Angel investment), in addition to venture capital investment or private equity.

The webinar also brought about the discussion on emerging industries and the future of equity crowdfunding in the Middle East region, which falls in the same concern as SDG 9, which aims at upgrading technological capabilities of industrial sectors in all countries, in particular developing countries.

Finally, in line with one of the main targets of SDG 9, “to increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets”, Dr. Brodmann wrapped up the webinar by reviewing the recent trends of venture capital investment in the Middle East region (ME) and provided detailed statistics of firm investment in the Middle East.

#### **Details:**

**Event Type:** Webinar

**Event Title:** Entrepreneurial Finance Concepts, Venture Capital, and Trends in Firm Investment in the Middle East.

**Date:** Tuesday, October 27<sup>th</sup>

**Venue:** Virtual (Google Meet)

**Number of Participants:** 30 students and faculty members.

(Please see attached documents and evidence)

## **Term 202**

In line with SDG 9 and especially its focus on increasing access to financial services and improving their quality, I have organized a second webinar in AY 2019-2020 under the topic “**The Business Intelligence in Finance: Bitcoins & Cryptocurrency**”

In this webinar, our guest speaker, Dr. Noura Metawa from the American University in the Emirates discussed the innovative utilization of Business Intelligence in Finance to help companies reach a myriad of goals, such as management processes adjustment, targeted campaign creation, risk identification and efficient reporting for the purpose of managing their entities’ competitively and profitably.

In sync with SDG 9 and its attempt to upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities, this webinar focused on the novel use of block chain and cryptocurrency in the finance industry and the opportunities this creates for companies nowadays who are taking advantage of the new innovations in this domain to make better business decisions with the help of professional financial business intelligence programs.

SDG 9 aims to enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending. The efficient, moderate usage of block chain and cryptocurrency in banking and finance industry will play a crucial role in achieving this goal over the few coming years.

The focus on financial innovation through the usage of advanced block chain and cryptocurrency techniques indeed supports SDG goal # 9 in that it encourages domestic technology development, research and innovation in developing countries, and leads to industrial diversification and value addition to commodities. It also involves a significant access to information and communications technology.

### **Details:**

**Event Type:** Webinar

**Event Title:** The Business Intelligence in Finance: Bitcoins & Cryptocurrency.

**Date:** March 30<sup>th</sup>, 2021

**Venue:** Virtual (Google Meet)

**Number of Participants:** 26 students and faculty members.

(Please see attached documents and evidence)



### **Future plans focusing on SDG (Term 211 and beyond)**

For this current term, I will keep the focus on SDG 9 through FIN559 and in the future, I will attempt to enrich the SDG alignment by exploring other SDGs such as SDG 8 (Decent Work and Economic Growth) that aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. By assigning case studies that share the concerns brought about by the SDG goals, I will strive to have this course and future course serve the domain of SDG and help achieve a handful of them at least.



### INSTITUTIONAL COURSE SYLLABUS TEMPLATE

Course Code: MKT538	Course Title: Strategic Marketing
Course Instructor: Dr. Amira Khattak	Email: akhattak@psu.edu.sa
Credit Hours: 3	Course Location: N310/Virtual
Scheduled Office Hours:	Monday 5-6 <i>Note: E-mail is the best way to contact me outside of class. I check and respond to e-mail daily</i>
Office Location:	R326
Co-Requisite: NA	Pre-Requisite: MKT530 Marketing Management

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### Mission Statement

#### *CBA Mission*

Our mission is to create an innovative academic environment to promote excellence in business education, research, and services in the Kingdom of Saudi Arabia, through a commitment to quality and continuous improvement, in accordance with international standards.

#### *Marketing Program Mission*

To provide a quality program that integrates latest knowledge and best practices in marketing, and trains students in communication skills, ethics, and creativity.

## I. Course Description:

This course focuses on strategic analysis and planning necessary to effectively match marketing strategies in a changing micro, macro and organizational environments. The course is intended to provide an understanding of the conceptual realm of marketing strategy and knowledge of the factors for consideration in making strategic marketing decisions. Students are provided ample opportunity to develop and practice creative problem solving and decision-making skills to simulate the requirements of today's complex market environment. The course is designed to benefit graduate business students, and presumes an understanding of business operations, analysis and the application of marketing as a result of required prerequisites. The major objectives of the course are -

- To expose the nature of strategic marketing
- To provide an understanding of the market
- To acquire the skills in developing strategic marketing plans
- To develop the strategic thinking in the application of strategic marketing

**II. Course Learning Outcomes:** On the successful completion of this course, students will be able to demonstrate the following:

Skills	Course Learning Outcomes
<b>Knowledge</b>	1. To enhance knowledge and understanding of how marketing leaders can use marketing strategy to drive their businesses and maximize company performance
<b>Skills</b>	2. To develop strategic thinking in the context of complex problems and challenges faced by marketing leaders  3. To acquire and apply the necessary analytical and conceptual skills for developing successful marketing strategies  4. To demonstrate the ability to integrate the various stakeholder requirements domestically and internationally in the inherent uncertainties of developing strategies in dynamic competitive environments
<b>Competencies</b>	5. To enhance communication, collaboration and leadership skills in dealing with the uncertainty and changes faced by today's marketers

**III. Tentative Weekly Course Schedule:** (Should mention the specific course topics to be covered within the semester) *May change to accommodate guest presenters & student needs.*

WEEK	UNIT/ TOPIC	CLO(s) alignment	STUDENT TASKS (assignments, readings, exams, quizzes, presentations, etc...)	Number of Contact hours
1	Market-Oriented Perspectives Underlie Successful Corporate, Business, and Marketing Strategies	1	Weblinks Cases Videos	3
2	Corporate Strategy Decisions and Their Marketing Implications	1	Weblinks Cases Readings Videos	3
3	Sustainable Marketing Strategy	1,2, 3,4,5	Flipped classroom Topic Contribution 1 Padlet 5%	3
4	Business Strategies and Their Marketing Implications	1		3
5	Understanding Market Opportunities	1,2,3,4	On Campus or Online Major Exam 15%	3
6	Targeting Attractive Market Segments	1		3
7	In class Case study Assessment	1,2,3,4,5	Individual Case Study Assessment (5%)	3
8	Differentiation and Brand Positioning	1		3
9	Marketing Strategies for New Market Entries	1		3
10	Strategies for Growth Markets	1	Quiz (MCQs)5%	3
11	Strategies for Mature and Declining Markets.	1		3
12	Measuring and Delivering Marketing Performance	1,2,3,4,5	Group Case Study (5%)	3
13	Topic Contribution 2 Padlet	1,2,3,4,5	Topic Contribution 1 Padlet 5%	

14	Presentations of E-Posters	1,2,3,4,5	Submission of Tiki Toki Strategic Marketing Projects	3
15	Preparation Week			3

#### IV. Student Assessment & Teaching Strategies: Assessment Task

Domain	Assessment Task	Teaching Strategy
<b>Knowledge</b>	Exams (Major Exam, Final Exam) Cases Projects Presentations	<ul style="list-style-type: none"> <li>Lectures</li> <li>Readings</li> <li>Videos</li> <li>Weblinks</li> </ul>
<b>Skills</b>	Case solving, Research Project, Case Writing	<ul style="list-style-type: none"> <li>Cases</li> <li>Discussion</li> <li>In class activities</li> <li>Individual and group projects</li> </ul>
<b>Competencies</b>	E-posters and Presentation	<ul style="list-style-type: none"> <li>Group projects</li> <li>Presentation</li> </ul>

#### V. Course Requirements

- Lectures
- Case analysis, solution and discussion
- Discussion of assigned readings
- In-class exercises, both group and individual
- Videos, role play & scenarios.
- Student written and oral presentations
- Classroom participation

#### Case Analysis



This component of assessment based on case study will require to work in a small group or individually, Read the assigned case study, answer the questions and present your findings to the rest of the class followed by a class discussion and a report to be submitted. Case will be based on various chapters of the book. I will identify the chapters to refer for the case study analysis and application.

**Major and Final exams:** The exams will assess both your understanding of the theory and the practical application of it in the field of IB.

**Strategic Marketing Project:** In this strategic marketing project, you are required to present, by way of a timeline, analysis, reason and situation of a company strategic decision making in the past and propose the possible strategic actions in future based on your assessment of the industry trends and business environment. Although the timeline starts with the company's details in particular its history, it will be followed by the company details and decisions. Groups are required to include as many key developments as they may find from the research. This should include for example, the company history, products, significant events, strategic decisions in the macro and micro environmental contexts. The timeline should contain at least 15 stories.

Groups are required to complete the timeline using tiki-toki.com, an online tool designed especially for developing timelines. It allows to custom design a timeline, with "stories" used to describe each timeline event. Each story comprises a textual description, and they can also include links, images, videos etc. The group need to include at least one of each of the following: video, external image, web link. One member of the group is required to sign up for a free tiki-toki account. Please do not pay for an account with higher functionality. Once completed, groups need to share the URL of timeline via Moodle. Please refer a separate file attached in Moodle for more information

**E-posters/Presentation:** Each group will present their E-posters through Google Meet of the project submitted through Tiki Toki links. An e-poster is a bit like the front page of a newspaper. Text is often presented in columns or in boxes and is supplemented by tables, figures, images etc.

**VI. Schedule of Assessment** (Specify the schedule/date of assessment & proportion of assessment, attach related rubrics for each assessment if applicable. For examples of rubrics, visit [www.irubrics.com](http://www.irubrics.com) . The schedule should be consistent with the academic calendar. Any significant changes should be avoided. If significant changes are made, academic leaders should be informed in writing, and students should be given a new schedule of assessment table).



Assessment	Assessment Task	Week Due	Proportion of Final Assessment
1	Major	5 <sup>th</sup> Week	15%
2	Case study (Individual)	7 <sup>th</sup> Week	5%
3	Case study (Group)	12 <sup>th</sup> Week	5%
4	In class topic contribution and discussion (Padlet) 2 Topics each of 5 Marks	3 <sup>rd</sup> Week, 8 <sup>th</sup> Week,	10%
4	Quiz	10 <sup>th</sup> Week	5%
5	Tiki Toki Strategic Marketing Project (Group)	14 <sup>th</sup> Week	15%
6	E-posters (Groups) based on Tiki Toki Projects and its presentation	15 <sup>th</sup> Week	5
7	Final Exams		40%

## VII. Learning Resources

- A. References** - Walker, O. C., & Mullins, J. W. (2014). Marketing strategy: a decision-focused approach. 8th Edition. McGraw-Hill.

### Supplementary

Jain, S. C., & Haley, G. T. (2009). Strategic marketing. Cengage Learning.  
 Hooley, G. J., Saunders, J. A., & Piercy, N. (2004). Marketing strategy and competitive positioning. Pearson Education.  
 West, D., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press

### List Recommended Journals:

- 1) Journal of Marketing
- 2) Harvard Business Review
- 3) MIT Sloan Review

### Marketing Resources:

- 1) <http://marketing.alltop.com/> (+)
- 2) <http://blog.hubspot.com/>
- 3) <http://blog.marketo.com/>
- 4) <https://www.distilled.net/resources/>



- 5) <http://www.wordstream.com/blog>
- 6) <http://www.socialmediaexaminer.com/>
- 7) <https://blog.kissmetrics.com/>
- 8) <http://www.internetmarketingninjas.com/blog/>
- 9) <http://allfacebook.com/>
- 10) <http://www.marketingprofs.com/>
- 11) <http://www.clickz.com/category/marketing>
- 12) <http://www.circlesstudio.com/blog/>
- 13) <http://www.entrepreneur.com/marketing/onlinemarketing/> (+)
- 14) <http://www.vocus.com/resources/webinars-events/>
- 15) <http://www.ttpmarketingsystem.com/current-marketing-news/>
- 16) <http://adage.com/trend-reports/> (+)
- 17) <http://www.emarketer.com/>
- 18) <http://www.marketingexperiments.com/>
- 19) <http://www.quicksprout.com/> (+) web site analysis
- 20) <http://marketingland.com/top-60-content-marketing-education-resources-56176> content marketing

**B. Facilities Required** – laptop/internet or digitally connected devices, Google Meet, lecture rooms for exams only

**C. EDU-HUB Platform** – The platform will be used for all online education experiences at PSU. It supports a variety of methods to support the teaching and learning strategies across all disciplines. It also includes the LMS.

**a. Learning Management System** – It is required to make use of MOODLE. I will upload the syllabus and other course materials for your use as well as certain assignments.

**b. Google Meet** – a link will be shared prior to the start of class that will be used throughout the semester.

**c. Google Classroom** – this feature will be used to support several of our online activities and exercises.

## VIII. Classroom Policies

### A. Academic Integrity Policy (e.g., plagiarism or dishonesty)

“Plagiarism can be defined as unintentionally or deliberately using another person’s writing or ideas as though they are one’s own. Plagiarism includes, but is not limited to, copying another individual’s work and taking credit for it, paraphrasing information from a source without proper documentation, and mixing one’s own words with those of another author



without attribution. In addition, buying a paper or project, or downloading a paper from the Internet, and submitting them as your own is also plagiarism. The penalty for academic dishonesty will bring course expulsion and failure, or even suspension” (Academic Integrity and Syllabus Acknowledgement Form).

All students are expected to submit their ‘own’ work and not the work of others.

## **B. Attendance Policy**

Please, adhere to the following guidelines:

1. The University attendance policy will be strictly followed. In this course, the absence of **4** hours results in a Denied Notice (DN). (Refer to the student regulation handbook for further details.)

**Please Note: IT IS THE SOLE RESPONSIBILITY OF THE STUDENT TO KEEP SATISFYING their level of attendance. Otherwise, a “DN” grade will be granted automatically during any time in the semester without any notice from the e-register system.**

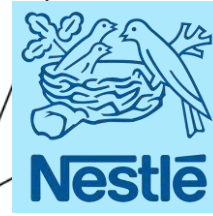
2. No make-up exams will be allowed except for university accepted documents. (Refer to the student regulation handbook for further details.)

## **C. Homework Submission Policy**

Due dates will be strictly followed

## **IX. My Assumptions**

- Attend classes - it is a crucial part of the learning process and will affect your grade.
- Try to read the chapter before or after the lecture.
- Plan to be successful by scheduling a minimum of two hours study time outside of class for every hour in class; as a college student it is expected that you can and will work independently outside of class in order to meet the course requirements.
- During class think critically, ask questions, make notes and try to reflect on the material.
- Ensure you hand any assignments in on time - late submission will result in a reduction of your grade or probably zero.



IBM



HEINZ  
ESTD 1869

# INTERNATIONAL STRATEGY

By:

Aljoharah AlShreim, Fatimah AlShareef , Munirah  
AlKhshan, Sara AlHarbi and Yara Bin Morebah

# AGENDA

- International Strategy
- Global Strategy
- Multidomestic Strategy
- Transnational Strategy



# INTERNATIONAL STRATEGY

Selling product or provide service out of the domestic market.

Often called an exporting strategy, it focuses on exporting products and services to foreign markets while maintaining production headquarters at home.

## Export

“Exporting is one of the most important indicators of the development achieved by a country which, in turn, reflects its economic strength and weight across the world. A greater increase in the exports of a country, compared to its imports, enhances its balance of trade status in the world and boosts the rate of national economic growth. “



## International Strategy (Exporting)



Source: [https://www.arabnews.jp/en/saudi-arabia/article\\_31081/](https://www.arabnews.jp/en/saudi-arabia/article_31081/)



Source: <https://www.saudidates.net/>

## News Article (Source: Middle-east newspaper)

التشرق الأوسط  
جريدة العرب الدولية

الرئيسية أولى الأخبار - الرأي الاقتصاد الرياضة الملاحق - ثقافة ملفات الشرق الأخيرة

الاقتصاد

### تحركات سعودية لرفع تصدير التمور إلى السوق الصينية تزويد القطاع الخاص بقائمة أبرز المستوردين للمنتجات وإجراءات متطلبات الفحص

الأحد - 25 ذو القعدة 1442 هـ - 04 يوليو 2021 م رقم العدد [ 15559 ]



## EXERCISE: select 2 products

1



2

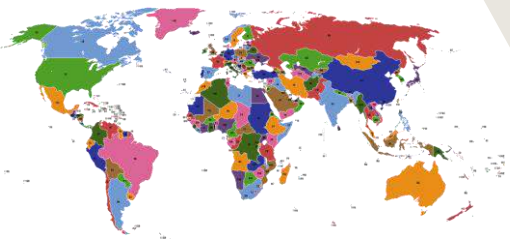


3



4





Potential Market

Requirements

Clients



Marketing and Distribution Channels

Cost

Pricing

Finance



Production



Abstract geometric lines in the top left corner. Several thin, black lines intersect to form a series of overlapping triangles and polygons, creating a modern, architectural feel.

## **DISCUSSION QUESTION:**

Is Saudi Export implementing the correct strategy?  
Is there's any suggestions to improve it?



Abstract geometric lines in the top-left corner, consisting of several thin black lines forming a series of overlapping triangles and polygons.

**Answer:**

Open discussion, no correct or incorrect answer



# GLOBAL STRATEGY



**LOW** Pressure for local responsiveness

**Focus** on efficiency (economies of scale)

**HIGH** Pressure for global integration

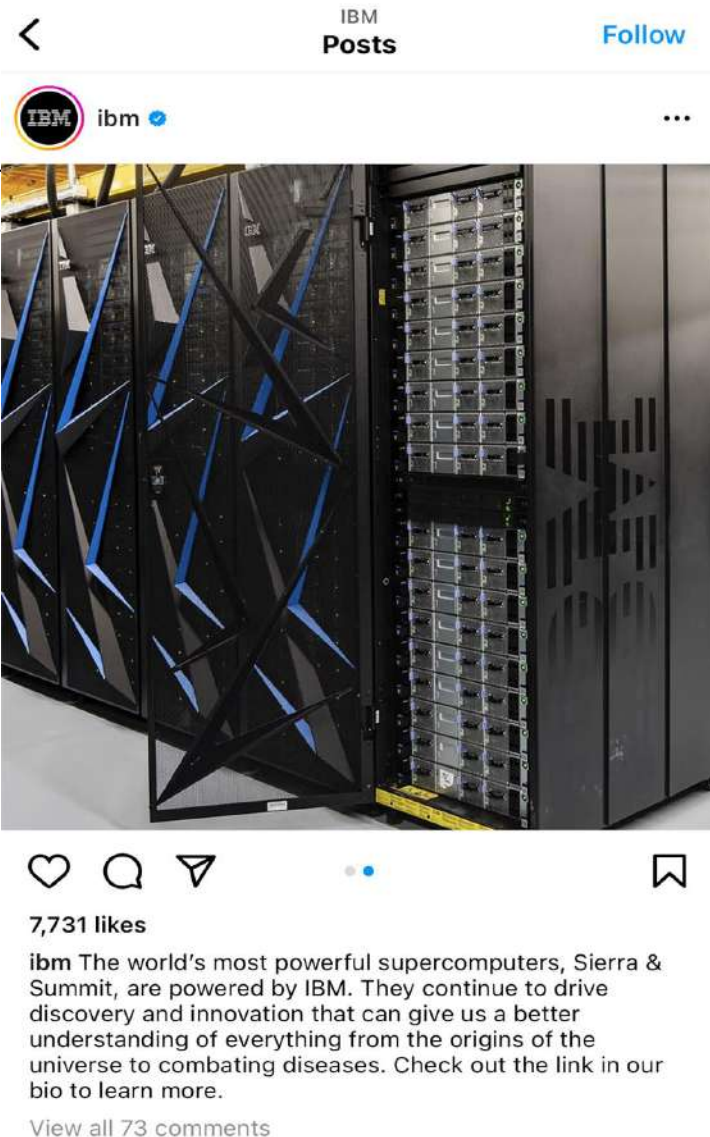
**Less** or **no** modification on product and service

**Highly** Centralized

**Highly** standardized with **lower** prices



- IBM is a multinational, technology, and consulting firm. Its worldwide strategy is driven by three elements: cloud, data, and engagement, and every one of those elements relates to the evolving context of global growth and competitiveness in the digital era.
- IBM Global strategy is emphasizing on standardization of its products and services while maintaining lower prices.



Source: Instagram @IBM's account – Supercomputer  
used in Data & Cloud element in Global Strategy  
Provided by: Fatima AlShareef

# CLOUD and DATA

- IBM has its 'Watson' supercomputer service, it is now a cloud-based service that provides a data analytics platform.

## How it works?

- When the supercomputer's cognitive learning technology and human language interface are stored on the cloud, IBM was able to deliver advanced analytics at a significantly lower cost and gaining a competitive advantage at the same time through data collection.
- The cloud enables IBM to standardize and share more expensive solutions worldwide.

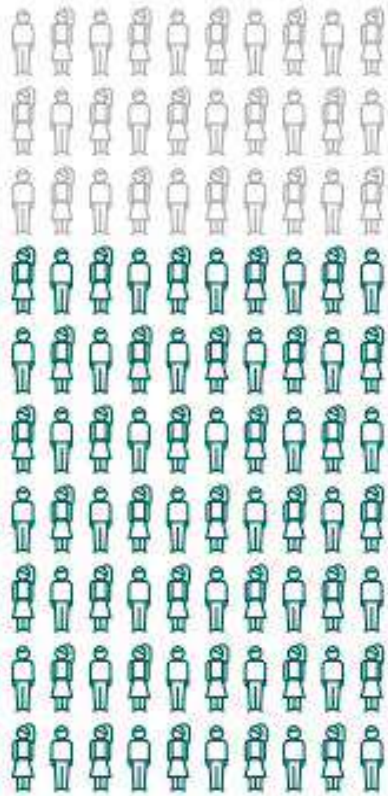
**84%**

of Millennials say social and user-generated content has an influence on what they buy



**70%**

of Boomers agree



**5 minutes**

the response time users expect from a company once they have contacted it via social media

**84%**

of smartphone users check an app as soon as they wake up

**80%**

of individuals are willing to trade their information for a personalized offering

**2/3**

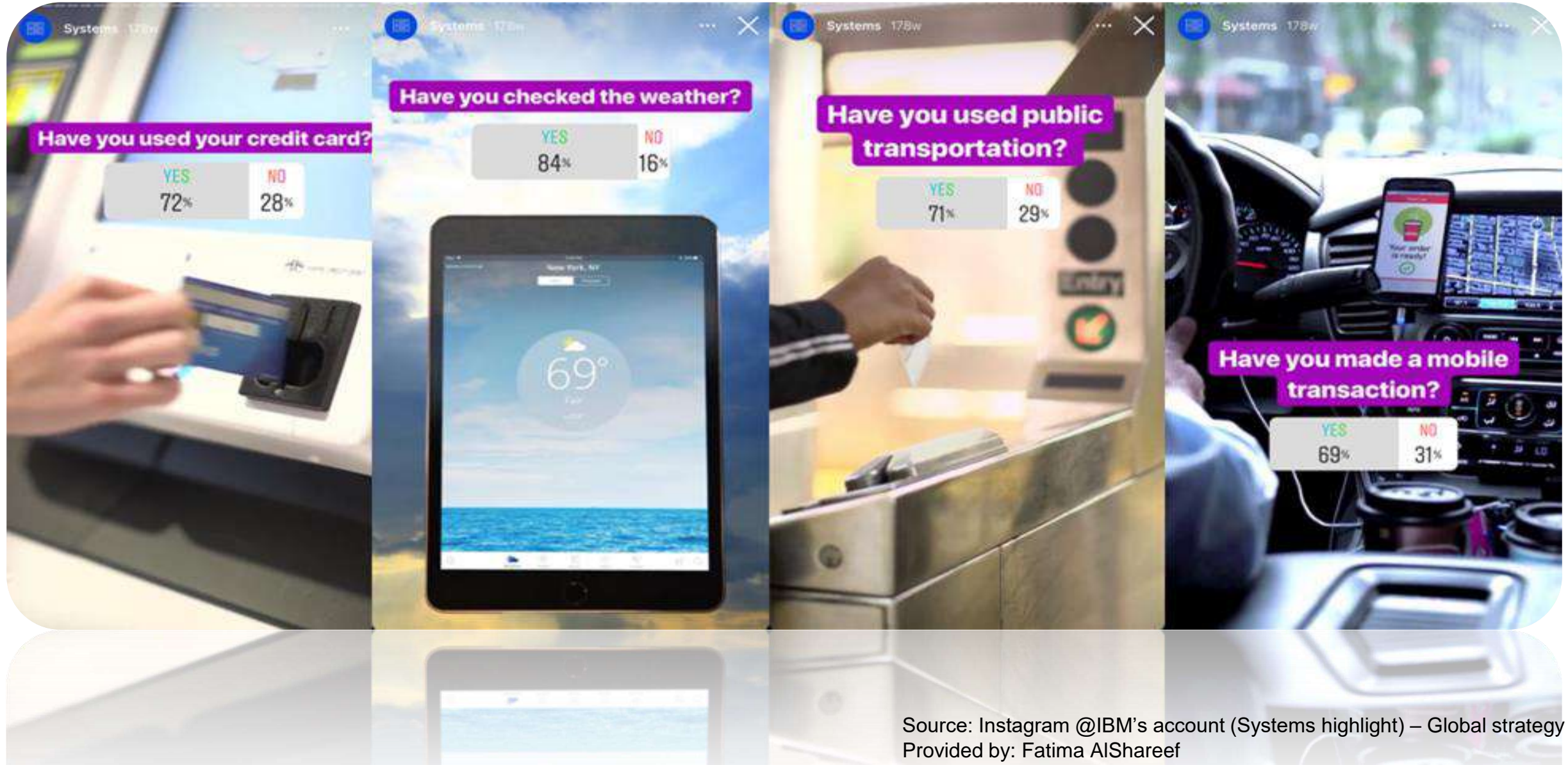
of US adults say they would not return to a business that lost their personal, confidential information

# ENGAGEMENT

- The data and cloud revolutions are transforming the structure of global business and society. Likewise, fast evolving mobile technology and social business are generating a new category of IBM IT services and capabilities focused on engaging more empowered users.










# Global Strategy (Engagement)




# News Article (source: BSC News)

bsc.es/news/bsc-news/bsc-and-ibm-research-deep-learning-center-boost-cognitive-computing

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## BSC and IBM Research Deep Learning Center to boost cognitive computing

16 June 2016

Supercomputers have played an important role in the field of computational science.



In the last decades they have been used for a wide range of computationally intensive tasks in various fields, including quantum mechanics, weather forecasting, climate research, oil and gas exploration, molecular modeling (computing the structures and properties of chemical compounds, biological macromolecules, polymers, and crystals), and physical simulations. In the last years we have seen the emergence of a new trend that is dramatically changing how the design of supercomputing systems and applications move forward: the emergence of data as the world's newest, and arguably largest, natural resource.

As pointed in the Director's View in March 2016 Newsletter, Cognitive Computing is the next big thing in Big Data, representing a great opportunity for each and every one of us at the Barcelona Supercomputing Center. Cognitive computing systems learn and interact naturally with people to extend what either humans or machines could do independently. Cognitive computing is the simulation of human thought processes in a computerized model. It involves self-learning systems that use data mining, pattern recognition and natural language processing to mimic the way the human brain works. Rather than being programmed to anticipate every possible answer or action needed to perform a function or set of tasks, cognitive computing systems are trained to sense, predict, infer and, in some ways, think. Cognitive systems will help human experts make better decisions by penetrating the complexity of Big Data.

Source: <https://www.bsc.es/news/bsc-news/bsc-and-ibm-research-deep-learning-center-boost-cognitive-computing>  
Provided by: Fatimah Alshareef





## **DISCUSSION QUESTION:**

If you are the CEO of IBM company, would you standardize the services in developed and undeveloped countries likewise? And would you price the service at lower prices with such an expensive solutions and why?

Abstract geometric lines in the top left corner. Several thin, black lines intersect to form a series of overlapping triangles and polygons, creating a modern, architectural feel.

## **Answer:**

Standardization in this case is effective especially that there is no need to modify the system to adopt it in different areas, excluding the languages.

If prices are higher than current cost, then engagement element will not be implemented easily, so lower cost with such services will be the best strategy.

## MULTIDOMESTIC STRATEGY



**HIGH** Pressure for local responsiveness

**HIGH** Pressure for global integration





**Highly** Decentralized

**Highly** tailored to locals use

Heinz has adopted the multidomestic strategy, where they focus on local preferences

In this process they sacrifice the efficiency for the sake of creating a high local requirement responsiveness.

Heinz decentralize decision making, each local business is treated as a separated business since it aims for high local responsiveness to meeting local preferences, for such a company the local taste affect highly on the sales of products since they are computing with local companies.

U.S. Version 	U.K. Version 
	
<b>Ingredients:</b> Tomato Concentrate, Distilled Vinegar, High Fructose Corn Syrup, Corn Syrup, Salt, Spice, Onion Powder, Natural Flavoring.	<b>Ingredients:</b> Tomatoes, Spirit Vinegar, Sugar, Salt, Spice and Herb Extracts, Spice.

It comparing some products in different countries, differences in ingredient and taste can be seen.

**For example:**

- The difference between the tomato ketchup in US & UK.
- Corn syrup VS sugar in UK.
- As well some the proportion of some of the ingredients

Similarly



Nutrition Facts	
3 servings per container	
<b>Serving size</b>	<b>1/2 cup (130g)</b>
Amount per serving	
<b>Calories</b>	<b>100</b>
% Daily Value*	
<b>Total Fat</b> 0g	<b>0%</b>
Saturated Fat 0g	0%
Trans Fat 0g	
<b>Cholesterol</b> 0mg	<b>0%</b>
<b>Sodium</b> 260mg	<b>11%</b>
<b>Total Carbohydrate</b> 17g	<b>6%</b>
Dietary Fiber 4g	14%
Total Sugars 7g	
Includes 4g Added Sugars	8%
<b>Protein</b> 6g	
Vitamin D 0mcg	0%
Calcium 50mg	4%
Iron 1.5mg	8%
Potassium 370mg	8%
*The % Daily Values (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.	

UK



Nutrition Facts	
Serving Size 1/2 cup (130g)	
Servings Per Container about 3.5	
Amount Per Serving	
<b>Calories</b> 140	Calories from Fat 5
% Daily Value*	
<b>Total Fat</b> 0.5g	<b>1%</b>
Saturated Fat 0g	0%
Trans Fat 0g	
<b>Cholesterol</b> 0mg	<b>0%</b>
<b>Sodium</b> 480mg	<b>20%</b>
<b>Total Carbohydrate</b> 27g	<b>9%</b>
Dietary Fiber 5g	20%
Sugars 14g	
<b>Protein</b> 6g	
Vitamin A 2%	Vitamin C 0%
Calcium 6%	Iron 8%
*Percent Daily Values are based on a 2,000 calorie diet.	

USA



**HEINZ**  
ESTD 1869

In India the local taste is different, they are known for having spicy food, which reflects the preferences for having a tomato chilli sauce.





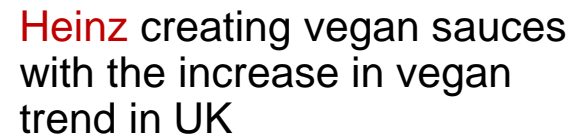
## Comparing tomato ketchup between saudi arabia vs india:



## ADAPTING TO THE ARAB LOCAL FLAVOURS PREFERENCES



## Heinz creating vegan sauces with the increase in vegan trend in UK



## Heinz creating vegan sauces with the increase in vegan trend in UK

## Heinz creating vegan sauces with the increase in vegan trend in UK

## **Discussion Question**

How did heins implement this strategy is saudi arabia? what other companies have you seen in riyadh that have different products in other countries?

## **Answer:**

Heinz arabia have different ketchup flavors that meets the saudi arabian taste, for example the garlic and spicy ketchup. Kraft as well uses the multidomestic strategy, they have different oreo flavors in different countries

# TRANSNATIONAL STRATEGY



- Combines Global Core Competencies with local conditions.
- Requires centralization in some areas and decentralization on others.
- Focus on creating culture of organizational learning.
- It's used when there is a high pressure for local adaption and lower cost





- Largest Food Company in the World.
- Revenue of approximately \$100 Billion in 2018.
- Employs 352,000 people.
- 447 Factories across 189 countries.



Standard Coffee all over the world



Arabic Coffee NESCAFÉ at KSA

Photos taken by: Muneera AlKhashan



NESCAFÉ at Japan

Provided by: Muneera AlKhashan  
Source: Nescafe Japan



## Standard bar all over the world

### Middle East



Photo taken by: Munirah AlKhashan



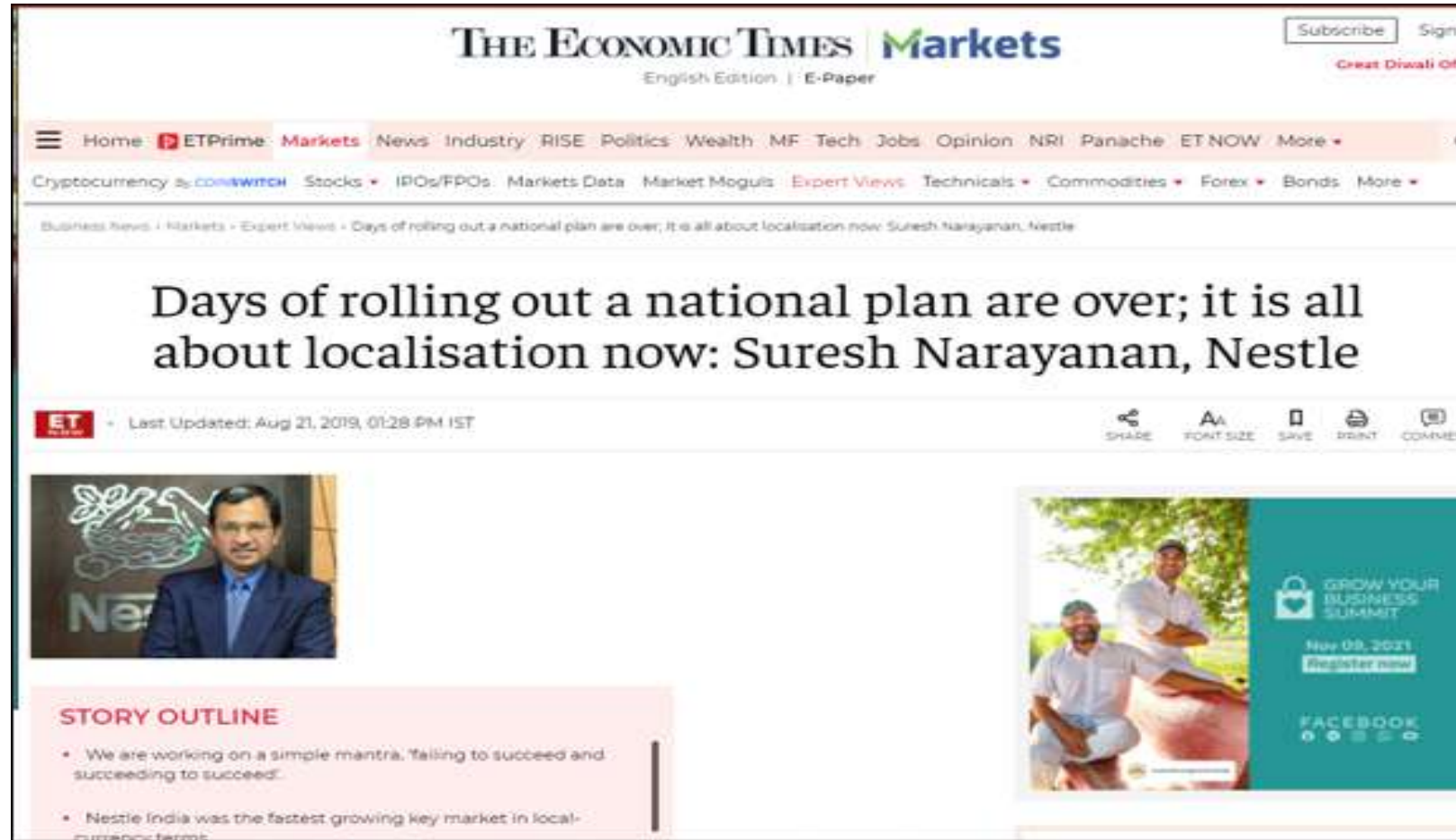
Photo taken by: Munirah AlKhashan

### Japanese



Provided by: Muneera AlKhashan  
Source: Kitkat Japan

# News Article (Source: The Economic Times)



THE ECONOMIC TIMES | Markets  
English Edition | E-Paper

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Business News | Markets | Expert Views | Days of rolling out a national plan are over; it is all about localisation now: Suresh Narayanan, Nestle

## Days of rolling out a national plan are over; it is all about localisation now: Suresh Narayanan, Nestle


ET Last Updated: Aug 21, 2019, 01:28 PM IST

SHARE FONT SIZE SAVE PRINT COMMENT



### STORY OUTLINE

- We are working on a simple mantra, 'failing to succeed and succeeding to succeed'.
- Nestle India was the fastest growing key market in local-currency terms.

  
Nov 09, 2021  
Register now  
FACEBOOK

Source: <https://economictimes.indiatimes.com/markets/expert-view/days-of-rolling-out-a-national-plan-are-over-it-is-all-about-localisation-now-suresh-narayanan-nestle/articleshow/70767850.cms>

Provided by: Muneera AlKhashan

## **Discussion Question**

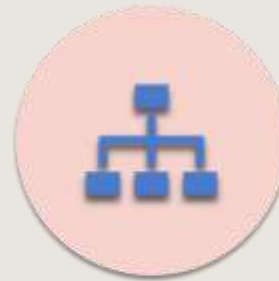
How does Nestle maintain their ability for local responsiveness while still maintaining efficiencies?

## **Answer:**

How does Nestle maintain their ability for local responsiveness while still maintaining efficiencies?



COMMUNICATION

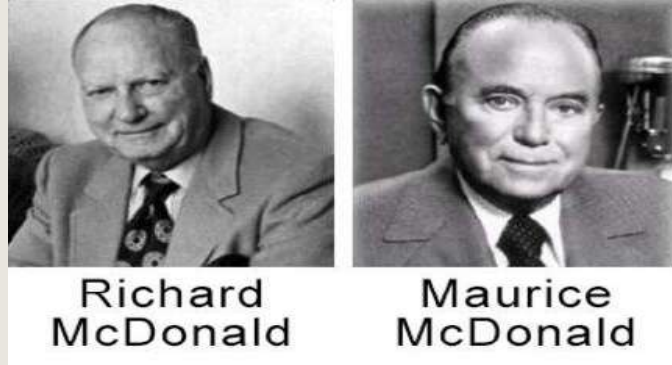


MINIMUM  
PRESENCE



MARKETING  
RESEARCH





- Largest fast-food restaurant chain
- **Location:** 30,000 stores in 119 countries
- **Employment:** 1.7 million people
- **Revenue:** \$15 billion annually



## WHY DOES **MCDONALD'S** DEMONSTRATED A TRANSNATIONAL STRATEGY?

McDonald's rely on the **same brand names** and the **standardized menu items** around the world; however, it makes some adjustments to local tastes



## Menu items that are standardised globally:



Big Mac®



Cheeseburger



6 Piece Chicken  
McNuggets®



McDonald's Fries

**Source: McDonald's Website- USA Menu**



## Menu items that are **Based on the Region:**

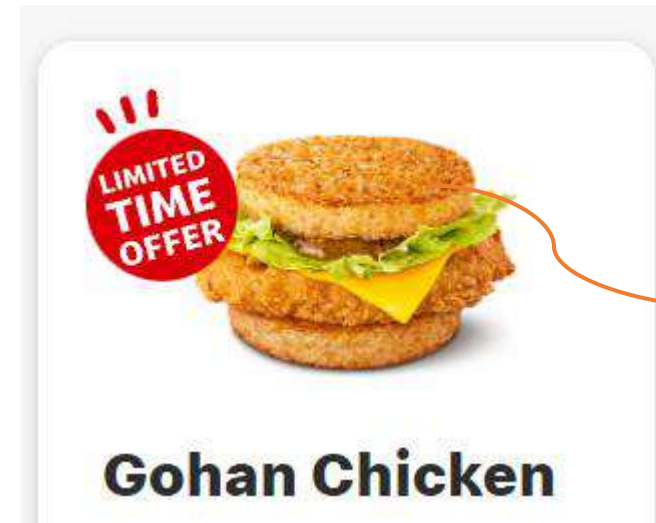
### **Middle East:**

**McArabia,  
made with  
Arabic bread**



Photo taken by: Yara Bin Morebah

### **Japan:**



**Rice bun, glazed  
with Soy Sauce**

**Source: McDonald's Website- Japan Menu**



# News Article

## Source: Arab News

CORONAVIRUS NEWS

Pandemic provided 33,000 industrial job opportunities in 2020, minister says

Arab News

Saturday, October 30, 2021

ARAB NEWS

SAUDI ARABIA MIDDLE EAST WORLD BUSINESS MEDIA LIFESTYLE OPINION SPORT RESEARCH &

LATEST NEWS / Saudi Arabia King Abdullah interfaith centre moves its headquarters to Lisbon

Home / McDonald's Launches McArabia

### McDonald's Launches McArabia

Author:  
Mohammed Alkhereiji, Arab News Staff

Publication Date:  
Wed, 2003-03-05 03:00

JEDDAH, 5 March 2003 — In a bid to salvage its business interest in the Middle East, McDonald's has introduced a new sandwich for the Arab consumer: McArabia.

The new sandwich, which continues MacDonal'd's tradition of catering to local markets, is made of Arab bread, grilled chicken, lettuce, tomatoes and Arab sauce.

In a year which, according to a McDonald's representative who spoke to Arab News, saw a sharp fall in the company's profits and the laying off of workers including many Saudis, the once undisputed fast food king is working hard on catering to a market that is looking for alternatives to US products in the current international political climate.

In 2002, Al-Watan newspaper reported that the sale of US food and consumer products was down a staggering 25 percent.

Ironically, the main ingredients that make up the new McArabia are of international origin. The Arab bread for the sandwich is imported from Britain. The chicken is currently being imported from Malaysia.

Source: <https://www.arabnews.com/node/228843>

Provided by: Yara Bin Morebah

CNN Philippines

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FRONT PAGE / LIFESTYLE

Japan is going crazy over McDonald's first-ever rice burger bun

By Emiko Jozuka, CNN Business

Published Jan 29, 2020 6:14:52 PM

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## Source: CNN

Source: <https://www.cnn.ph/lifestyle/2020/1/29/macdonalds-japan-rice-burger-bun.html>

Provided by: Yara Bin Morebah

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## DISCUSSION QUESTION:

Do you agree that there is **no global consumer**, especially when it comes to food sector? Why?





## **Answer:**

**Yes**

When it comes to food, people have their own local tastes and preferences based on their culture and region. For example, introducing McArabia to the Japanese Market might not be favoured by them

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# Achieving Competitive Advantage in Global Markets

```
graph TD; A[Achieving Competitive Advantage in Global Markets] --> B[International Strategies]; A --> C[Multidomestic Strategy]; A --> D[Transnational Strategy]; A --> E[Global Strategy];
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**International  
Strategies**

**Multidomestic  
Strategy**

**Transnational  
Strategy**

**Global  
Strategy**

# Sustainable Marketing Strategy-Topic Contribution

## Week 3

Pick a major brand that has been featured in the news for its sustainability efforts. a. What claims does the company make about social and environmental responsibility? b. What is the corporate vision statement of that company? c. What is/are the company sustainability goals? d. What elements of marketing strategy are enhancing the company's competitive advantage? Comment on your colleagues' contribution and you can rate as well each others' contributions.

**DR. AMIRA KHATTAK** SEP 15, 2020 12:19PM

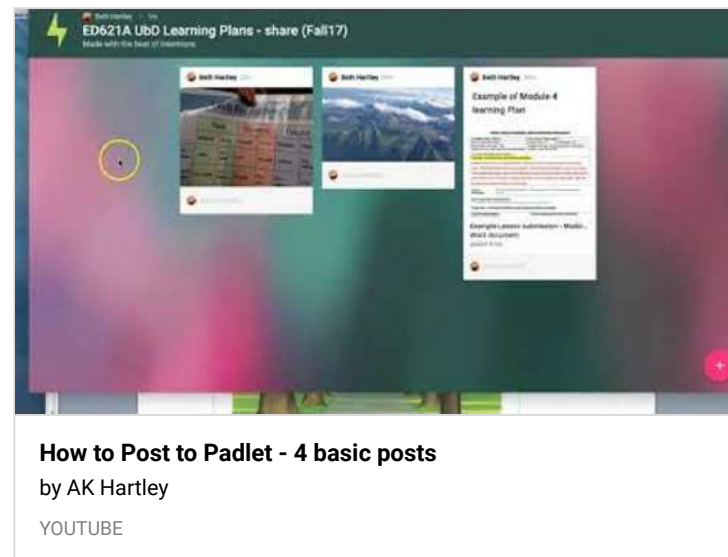
**DR. AMIRA KHATTAK** SEP 15, 2020 05:00PM

### NAME AND STUDENT ID SHOULD BE TYPED HERE

1. click on the plus sign at the right side extreme end.
2. copy and paste content.
3. upload either video or image or both.
4. After video either it will be uploaded or bring the cursor outside the box. Once you are able to see the rating star and comment box it means its posted.
5. You can Edit too your posts by clicking the edit icon on the top right corner.

Best Wishes

and do not forget to view your colleagues' contributions and comments and rate them.



Thank you Dr. Amira for explaining. Noted and it is functioning well. — FATIMAH ABDULAZIZ ALMOFADDA

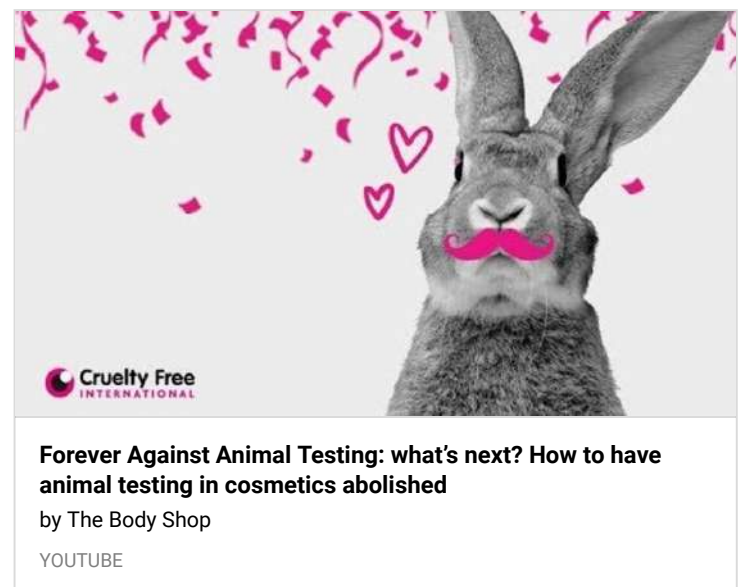
**ANONYMOUS** SEP 15, 2020 05:00PM

### Fatima Al-Mofadda

A: THE BODY SHOP is a brand name that is affecting the green environment position. It is famous for that. It is approved by Leaping Bunny Strategy.

B: The Vision of the corporate and golden objective is to produce non-animal test products. It also supports farmers, defends human rights, initiates health treatments and training events for employees, identifies its values as to protect the planet, and – what's more important – actually lives up to those values.

C: The company sustainability goal and marketing strategy is to promote Eco-friendly and produce. It is part of Green Marketing when THE BODY SHOP is focusing on social responsibility and environment investment as marketing strategy. THE BODY SHOP is known worldwide that it is Cruelty-Free Beauty Products and its goal is implementing sustainable business practices and demonstrating social responsibility.



### Forever Against Animal Testing: what's next? How to have animal testing in cosmetics abolished

by The Body Shop

YOUTUBE

What is leaping bunny strategy? could you please explain very briefly? — DR. AMIRA KHATTAK

Leaping Bunny is the international gold standard for cruelty free consumer products. This is the strategy that THE BODY SHOP follows. It is passionate about helping business demonstrate its commitment to ending animal testing for the products we all use on a daily basis. — FATIMAH ABDULAZIZ ALMOFADDA

Leaping Bunny is the international gold standard for cruelty free consumer products. It is passionate about helping business demonstrate its commitment to ending animal testing for the products we all use on a daily basis. THE BODY SHOP is following and cooperating with the Leaping Bunny.

— FATIMAH ABDULAZIZ ALMOFADDA

Thanks. Good — DR. AMIRA KHATTAK

Many skin care and make up companies are moving toward this and I think soon is going to be mandatory to not test on animals in this industry. — SARAH NASSER HAMAD ALBAGIEH

I agree Sara, it is very sad to test on animals this will not save our planet. — FATIMAH ABDULAZIZ ALMOFADDA

Interesting choice. Consumers are heading more and more towards cruelty-free products and it's great that you can find them easily online nowadays as more and more companies are obliging to environmentally-conscious consumers' demands.

— SHAIMA MOHAMMAD A. ALDUGHAIS

As a loyal customer to this brand, I believe that people are becoming more aware and driven to purchase more from such companies. By doing so, I feel like I am contributing to saving the environment and doing the right thing. — ARWA A. ALDUAJI

This is completely true. We can help save the environment by our smart and wise choices. — FATIMAH ABDULAZIZ ALMOFADDA

The company was one of the first to prohibit the use of ingredients tested on animals in some of its products and one of the first to promote fair trade with developing countries. — WADHA ALHIMALI

Yes Wadha — DR. AMIRA KHATTAK

Wow, well done Fatima. I always liked the Body Shop because I believe their products are natural, but now my love for it has increased after knowing this information. — SARAHALSADOUN

Me too Sarah, now I have a wise reason to choose THE BODY SHOP. Thank you for your comment.

— FATIMAH ABDULAZIZ ALMOFADDA

Leaping bunny is a global gold standard that is used to check for companies that conduct or be part of animal testing or animal cruelty. — NOURA ALSWAILEM

FATIMAH ABDULAZIZ ALMOFADDA SEP 15, 2020 05:35PM

## Fatima Al-Mofadda

D: There are multiple of elements for THE BODY SHOP to boost its competitive advantage in the market. By following the 4Ps Marketing Mix, the company will gain competitive advantage. For instance, the **prices** of THE BODY SHOP products are reasonable comparing to their competitor Tarte Cosmetics. Tarte Cosmetics is considered a famous competitor of THE BODY SHOP due to their goal of social responsibility. Tarte is organic-made products and is against animal testing. However, the prices of THE BODY SHOP is very reasonable comparing to Tarte's products.

The **product** is one of the effective marketing mix. By 2020, the brand's goal is to develop a new sustainable package for its products, use 10% less and 100% renewable energy in stores, green building. THE BODY SHOP is also differentiating its

products by being more creative of producing and packing them. For instance, they provide detailed information about the products on the sticker attached to the product. In reference to Madeleine Cuff - Senior Reporter-BusinessGreen, she mentioned that "Consumers are starting to read the ingredients list on packs and starting to take notice of what's in there." By adding detailed information, THE BODY SHOP will gain customer trust and satisfaction. It is also part of transparency between company and customer. Other competitors to THE BODY SHOP do not follow this product differentiation of adding more information on the product components. It is also demonstrating how safe and mindful products are. THE BODY SHOP also reducing expenses (packaging, transportation, energy/water usage, etc.) in an alignment to their sustainable business practices implantation vision.

Moreover, the **promotion** of the products are highly important in the marketing strategy. The Body Shop is known for promoting awareness of domestic violence and AIDS, and it doesn't use demeaning-to-women images in ads.

Finally, the **place** of THE BODY SHOP store is around the world. In my country, Kingdom of Saudi Arabia, I noticed THE BODY SHOP stores are very famous and almost in every mall. The importance of the place in marketing strategy is truly affecting the brand. Founding THE BODY SHOP stores in many malls is making the shopping experience very handy to the customers. It is not only found in one specific mall, which makes it complicated for customers. The website of THE BODY SHOP has been more flexible and advanced as they deliver the product to the house within 7 days since ordering. Ordering online is a positive effect of marketing strategy, as the customers are not forced to physically visit THE BODY SHOP store in the mall. This feature ensures the closeness relationship between the brand and customer.



Honestly, I'm a customer of the body shop myself, and I didn't know they're against animal testing, this makes me very comfortable!  
Thank you! — DINA DOBAIAN

Smart. To be the initiator rather than a responder  
— SALWA ABDULRAHMAN S. ALHWIMI

I agree, it is always positive to be Eco-friendly for healthy planet and future generations. — FATIMAH ABDULAZIZ ALMOFADDA

Buthynah Balawi: I think the vision of the corporate will positively affect them especially nowadays people care about human rights. it contributes to achieving some of the SDGs like the second goal when supporting farmers. — ANONYMOUS



Anonymous please mention your name. as its not appearing  
– DR. AMIRA KHATTAK

ok Buthyana. got – DR. AMIRA KHATTAK

Yes Buthayna this is true. The direction is moving toward human and animal rights. Thank you for your comment.  
– FATIMAH ABDULAZIZ ALMOFADDA

I have attached a truly meaningful picture of THE BODY SHOP. The story behind this picture is that we are responsible and by our choices we can be friends to the planet earth.  
– FATIMAH ABDULAZIZ ALMOFADDA

it is very interesting, actually i was a big fan of the body shop and now i am very excited to buy from it since i know their practices.  
– RANDA MANSOUR I. ALDAKHIL

One of the greatest examples; as they have their strong presence in the market with a great reputation of being sustainable. I believe this could be resorted to their SMART market mix!  
– KHOLOUD KHALID M. BIN HASAN

Yes! The shopping experience in THE BODY SHOP will be much more exciting my friends. – FATIMAH ABDULAZIZ ALMOFADDA

this feature make the brand more appealing to buy from, especially now people are more aware and considerate about these friendly practices. – AWAN MOHAMMAD A. ALARIFI

DINA DOBAIAN OCT 03, 2020 03:42PM

## Patagonia

### What claims does the company make about social and environmental responsibility?

Socially: They created two approaches:

The first one is donation of one dollar per sale.

The other is reselling old worn products to contribute in recycling.

Environmentally: They created more sustainable products that can be recycled and are recycled.

### What's the company's vision statement?

“Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”

### What are the company's sustainability goals?

To use 100% renewable or recycled materials by 2025.

### What are the elements of marketing strategy are enhancing the company's competitive advantage?

First of all, in order to explain the marketing strategy further, we must recognize Patagonia's competitive advantage. Patagonia's competitive advantage is in fact its CSR. The vice president of marketing for Patagonia stated that marketing is not the company's priority. This was apparent in their campaign during black Friday (promotion) for their signature jacket (product) with the slogan “Don't buy this jacket”, enhancing their efforts in sustainability they encouraged their customers not to buy what

they don't need, as people around the world are using more resources than they need. The campaign drew more attention to the product, which is recycled and is meant to last a lifetime as they claim. Furthermore; the sales of that particular product and promotion went to donation 100%. (price)

Another successful approach, was creating a 30-minute film (promotion) while interviewing 8 loyal customers of Patagonia's, which showed humility and humane side of the brand, and most importantly sustainability. As all those customers returned their products after consuming them. (product)



The donation part is very interesting as it is part of social responsibility. It reminded me of TOMS shoes donation strategy. For every pair of TOMS shoes purchased, a pair of new shoes is given to a child in need in partnership with humanitarian organizations. – FATIMAH ABDULAZIZ ALMOFADDA

Yes! So is sketchers. Patagonia strongly believes in that, and is driven by making sure everything they make has an effect all over the world. – DINA DOBAIAN

Can be the start of the end of fast fashion and buying a durable product is the next cool instead of trendy?  
– SALWA ABDULRAHMAN S. ALHWIMI

Well done Ladies. Good conversation – DR. AMIRA KHATTAK

I honestly believe it is, consumers are leaning more towards industrial looks nowadays, which can actually help in making sustainable cool. – DINA DOBAIAN

Agree Salwa. slow fashion is a new trend moving from fast to durability. let me share the link related to it. – DR. AMIRA KHATTAK

<https://sloactive.com/slow-fashion-guide/> – DR. AMIRA KHATTAK

Very interesting that their competitive advantage is actually their CSR! – SHAIMA MOHAMMAD A. ALDUGHAI

and it actually works, I am more willing to purchase the product when I see the company is going to donate part of it.  
– SARAH NASSER HAMAD ALBAGIEH

Thanks for sharing doctor, slow fashion is an interesting topic!  
– DINA DOBAIAN



"The fashion industry is responsible for around 10% of global carbon build-up, producing 5 times more CO2 than the aviation industry." Shocking – SALWA ABDULRAHMAN S. ALHWIMI

Buthynah Balawi, it is my first time hearing about the company! thank you for the great information Dina (: – ANONYMOUS

ADWA ALRAJA SEP 15, 2020 06:09PM

## Adhwa AlRaja 218420562

### Starbucks

A) Since Starbucks is a global company with more than 28,000 stores in more than 75 countries, their impact on the society is tremendous. It is integrated in the corporate vision to have a positive impact on the people (customers, suppliers, partners), land, and the whole ecosystem. Starbucks aims to make coffee the world's first sustainable product, and minimize negative impact of their stores on the environment. Decades back, Starbucks established their global social impact priorities and have been issuing reports on their sustainable activities each year. They claim that they are socially and environmentally responsible activities by storing more carbon than they emit, providing more clean freshwater than they use, and eliminating waste.

b) Starbucks vision statement is "To establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow." And by uncompromising principles, Starbucks refer to their sustainable, ethical conduct.

**C) Starbucks sustainability goals:** 100% ethically sourced coffee, train 200,000 farmers by the end of 2020, Invest \$50 million in farmer loans by the end of 2020, Provide 100 million coffee trees to farmers by 2025, provide 100% ethically sourced tea, Empower at least 250,000 women and families in coffee, tea and cocoa growing communities globally by 2025.

### D) Products

Starbucks has positioned itself as the go-to place for premium coffee in the industry. Their use of high quality, **99% ETHICALLY SOURCED COFFEE**, Providing customized drinks, and produce seasonally-themed products definitely gave Starbucks a competitive advantage

### Price

Although Starbucks charge premium prices for their products, their goal is to **provide high quality coffee, enjoyable customer experience**. Moreover, Starbucks is the one of the leading coffeeshops with sustainable approach which give them more competitive advantage over their rivals as people almost favor buying from a sustainable brand, so Starbucks' environmentally-friendly brand image has helped it command higher prices.

### Promotion

Starbucks have effectively use social media to promote for their products and launch exceptional marketing campaigns, They also introduced the Starbucks Rewards Card that provides a host of benefits. This entices customers returning to make purchases, building loyalty.

### Place

the main focus of Starbucks is providing in-store experience in brick-and-mortar coffeehouses. Nonetheless, some of Starbucks' merchandise items are available through retailers. On the other hand, mobile apps allow customers to conveniently place their

orders online so they could easily get their food and drinks at the company's coffeehouses. This part of Starbucks' marketing mix shows how the firm adapts to changing times, technologies, and market conditions. Moreover, they have recently introduced 'Starbucks on the go' which is a premium self-serve beverage solution providing a selection of great tasting hot drinks



### Follow Starbucks 15 Year Journey to 100% Ethically Sourced Coffee with Conservation International

by Starbucks Coffee

YOUTUBE

Thank you for this informative piece. What I also like about Starbucks is that they sell recyclable cups and they plan to go green the following year. Such huge brand will encourage others to follow its path. – ARWA A. ALDUALI

Starbucks have an impressive customer base and are doing great in the field of sustainability and promoting for it; in an attempt to keep their customers loyal and out planet safe! Thumps up :) – KHOLOUD KHALID M. BIN HASAN

yes their planing to eliminate the use of plastic straws by 2020! I hope that they could achieve this goal before the end of the year – ADWA ALRAJA

for such known brand to eliminate the use of plastic product would be a great encouragement for other coffee shops, good eco friendly move from star bucks – AWAN MOHAMMAD A. ALARIFI

I liked the idea that they replaced plastic straw with papers ones!, it's a great move for saving the environment- Maalee – MAALEE ABDULKADIR M. ALMAZRO

Starbucks always surprises us with its actions. I love how it involves with the community. – SARAHALSADOUN

SALWA ABDULRAHMAN S. ALHWIMI SEP 15, 2020 05:49PM

## Siemens sustainability program

Siemens is working on environmental responsibility by the use of three dimensions:

Decarbonization, resources reuse and creating sustainable products.

Siemens has been the first global industrial company to commit towards carbon neutrality by 2030. and the program goals by 2020 for minimizing the environmental impact of Siemens operations and products.

As for the social responsibility, they are promoting:

- Health management for all employees and workers on projects sites

-Safety by promoting Zero Harm Culture  
-Diversity and gender equality with 196 nationalities working in the company and The Supervisory Board of Siemens AG already fulfills the statutory gender quota of 30 percent women  
-Education : In 2019, Siemens trained 10,400 apprentices and dual students worldwide

### Vision 2020+ is our strategy to shape the next generation Siemens

**Siemens Goals** is be aligned with the goals of the UN's 2030 Agenda for Sustainable Development while, internally, striving to balance people, environment and profit.

Regarding the 4Ps elements, Siemens most noticable pillar is the product itself. Siemens is providing a wide variety in products for different industries: Energy: wind turbine construction, gas and steam turbines for power generation, power transmission solutions. Health: medical imaging, laboratory diagnostics and clinical IT Infrastructure solutions , automation, drive and software solutions for industry.

*"Health management for all employees and workers on projects sites"* — DINA DOBAIAN

*Many of today's sustainable approaches are fair trading and employees health and safety, which helps the company to be sustainable for a long run.* — DINA DOBAIAN

*Promoting health management for Siemens is a major incentive for their employees. It gives an image of awareness and responsibility about the company.*  
— FATIMAH ABDULAZIZ ALMOFADDA

*I liked the fact that they take responsibility for the whole project site not only their employees* — SALWA ABDULRAHMAN S. ALHWIMI

*Agree Salwa* — DR. AMIRA KHATTAK

*as working before as an Audiologist, I noticed how they move toward sustainable products specially with hearing aids*  
— ADWA ALRAJA

WADHA ALHIMALI SEP 15, 2020 05:03PM

## IKEA

The company's website offers a great glimpse into the core values and mission of the company which boosts its eco-friendly designs based on ingenious recyclable plastics and other materials. The following statement has been copied from IKEA's website and it clearly focuses on

With veggie hot dogs, chairs made of recycled plastic bottles, and furniture made from sustainable materials, we want to effect and inspire change. We want to empower you to make more eco-friendly choices. Because, as our founder Ingvar Kamprad said: 'No method is more effective than the good example.'

- Sustainable furniture materials
- Environmentally-friendly products

- Sustainable food
- How to live more sustainably at home

The statement clearly reiterates the use of words like “recycled”, “furniture made of sustainable materials”, make eco-friendly choices” so the emphasis is on offering and supporting customers’ eco-friendly and environmentally sound choices. This leads the customers to see the environmental and health impact of such products and the mindfulness of its strategy with regards to keeping the environment and the people safe. The focus is still on profitability but what even boosts that side is the appeal to environmentally aware people through sustainable products.

The company's sustainability goals is to provide a sustainable lifestyle for its customers through eco-friendly designs and the use of sustainable materials and foods in its stores to limit the use of environmentally harmful and synthetic elements and products.

*The elements of marketing strategy that IKEA is focusing on are the following:It seems that IKEA is basing its strategy on the Triple Bottom Line theory where it wants to engage in business activities that simultaneously benefit the business, society, and the environment. This strategy guarantees an economic and business advantage through three dimensions (economic, environmental, and social) and because of that all of its marketing strategy components are geared towards this objective.It is clear that all components of the strategy whether scope, goals and objectives, resource allocation, identification of sustainable competitive advantages and the synergy are all based on the use and provision of solutions and designs that add value to the customers without increasing the environmental footprint or increasing the toll on humans' health and environment.* — WADHA ALHIMALI

*Please write your name and ID at the end.* — DR. AMIRA KHATTAK

*IKEA is one of the largest companies that follow sustainable strategy. The eco-friendly and recycling part was very attaching to read. I will search more about IKEA, Thank you for sharing Wadha.*  
— FATIMAH ABDULAZIZ ALMOFADDA

*Great choice Wadha! IKEA is indeed one of the most creative furniture companies. They never disappoint win it comes to quality and affordability.* — NOURA ALSWAILEM

*Thanks for sharing Wadha! I'd say one of IKEA's competitive advantages is being sustainable. I believe that and the fact that they offer practical and reasonably priced-furniture that can be used by many people has helped them spread globally as they have.*  
— SHAIMA MOHAMMAD A. ALDUGHAIS

*IKEA prices are their competitive advantage and it is relive that they are concerned about sustainability 👍*  
— SARAH NASSER HAMAD ALBAGIEH

*Thank you! for me I think IKEA has the top sustainable products and design. Many other companies tried to make the same concept but failed.. It is truly a distinguished place.* — ARWA A. ALDUALJ

## Arwa A. Alduaij- 218420659

### Stella McCartney

#### Social sustainability:

- The company advocates human rights, fair wages, and creating desirable jobs.
- The company is a member of the Ethical Trading Initiative (ETI) since 2012. The ETI is a leading alliance of companies, trade unions and NGOs that promotes respect for worker's rights around the globe.
- The brand follows the UK Modern Slavery Act, that requires regular reporting as well as greater transparency on what businesses are doing to ensure that modern slavery does not exist in their operations or supply chains.

#### Environmental sustainability:

- The brand does not use leather, fur, skins, feathers, or glues that come from animal origins.
- The company's products are not tested on animals, PVC Free, and without azo dyes.
- The wood, paper and packaging the company use are FSC certified meaning they are free from ancient and endangered forests.

**Vision Statement:** "We are committed to operating a modern and responsible business."

**Goal:** Stella McCartney advocates for making sustainable luxurious products. The company aims at redefining the future of fashion by being the pioneers of new alternative materials, and never using leather or fur.

#### Product strategy:

- Stella McCartney maintains the highest quality of products.
- The company procures raw materials from reliable suppliers only.
- The brand has a broad selection of products (bags, clothes..) that comes in different sizes.
- The products are environmentally sustainable.

#### Pricing Strategy:

- Uses hybrid strategy for pricing to gain maximum value for its products.
- Uses premium pricing for some of its products that adds a high value.
- For some product ranges, the brand uses bundle pricing strategy during sales.

#### Distribution Strategy:

- The company maintains stores operation which gives it a great opportunity for customer interaction.
- The brand has successfully developed a website for online ordering and tracking.

#### Communication Strategy:

- The company pays great attention on the promotional tactics and strategies.
- Stella McCartney uses digital marketing by using social media, websites, and portals.
- The brand has a website that includes information regarding any campaigns and sales.



*I saw an article today calling fur and leather "taboos of fashion", interesting that what was considered a luxury item few years ago is now an unethical material.* – SALWA ABDULRAHMAN S. ALHWIMI

*I love Stella McCartney Bags, and it's so nice to know their commitment to being a responsible business.*  
– HAYFA ALI M. ALSUHAIBANI

*I agree Salwa, and it is a very big step to take as clothing and fashion company to take.* – SARAH NASSER HAMAD ALBAGIEH

*I appreciate how such a big high-end brand is participating shamelessly in sustainability.* – DINA DOBAIAN

*Buthnah Balawi, This is great! I never thought such a high end brand will make this effort to be sustainable in many ways.*  
– ANONYMOUS

*I do agree with Haifa. Stella McCartney bags are nice and durable. It is good to know they are contributing to the better world.*  
– NOURA ALSWAILEM

*Thank you ladies for your valuable insights.* – ARWA A. ALDUAIJ

## ADIDAS AND SUSTAINABILITY

A. Adidas says: "We consider the environmental impact of the materials we use and support the use of recycled or sustainable materials". Their claim is that they rely on a life cycle approach and consider numerous factors when evaluating the sustainability of materials involved. For instance, they take into consideration the land use, elimination of hazardous substances, animal welfare, energy consumption and water consumption.

B. Adidas vision statement is "to be the design leaders with a focus on getting the best out of the athletes with performance guaranteed products in the sports market globally."

## IKEA

### vision

We have a passion for life at home. Our culture is built upon enthusiasm, togetherness and a “get-it-done” attitude. We’re optimists, constantly looking for new and better ways to do things, from how to design a rocking chair that fits into a flat-pack, to creating LED light bulbs that are affordable to everyone. Our vision is to create a better everyday life for the many people – for customers, but also for our co-workers and the people who work at our suppliers.

WADHA ALHIMALI SEP 15, 2020 05:11PM

C. Adidas has goals on both scales; **environmental and social** “employees”. Their main goal is to have a balance among the expectations of their shareholders and the needs and concerns of their employees, in addition to the workers in their supply chain and the environment.

By 2020 Adidas wants to achieve specific goals on both “environmental” scale; **WATER, MATERIALS & PROCESSES**, **INNOVATION**, and **ENERGY**. As for their goals on what they call “people” scale; they focus on **EMPOWERMENT, HEALTH IMPROVEMENT** and **ACTION INSPIRATION**.

Adidas has also set targets for 2020 and beyond, including; using recycled plastic waste from beaches and coastal regions, launching the first fully recyclable running shoe “Futurecraft Loop” by 2021, and developing of bio-fabricated materials for sports apparel. From 2021 onwards, packaging used to transport products will be made from recycled materials. By 2030, as a signatory to the UN Fashion Industry Charter for Climate Action, adidas has committed to reduce both its own and its suppliers’ greenhouse gas emissions compared to 2017 by 30 percent. By 2050 adidas aims to achieve climate neutrality.

For the more details on the targets, you may visit the link below:

<https://www.adidas-group.com/en/sustainability/managing-sustainability/general-approach/#/targets-2020-people/>



### The adidas Group's approach to sustainability

by Nathalie Iut

YOUTUBE

*Although they're aiming for it, but I don't see their effort in real life. They are good at selling the idea over all, however; I don't think it's measurable or attainable. except through their KPI's within adidas themselves, but not to the public consumers.*

— DINA DOBAIAN

— RAWAN ABDULAH S. ABURAS

KHOLOUD BIN HASAN 218420567 — KHOLOUD KHALID M. BIN HASAN

*I agree DINA. Some of the companies who are into sustainability are in for their reputation and image more than their care for the planet.* — KHOLOUD KHALID M. BIN HASAN



**A) The company's website offers a great glimpse into the core values and mission of the company which boosts its eco-friendly designs based on ingenious recyclable plastics and other materials. The following statement has been copied from IKEA's website and it clearly focuses on With veggie hot dogs, chairs made of recycled plastic bottles, and furniture made from sustainable materials, we want to effect and inspire change. We want to empower you to make more eco-friendly choices. Because, as our founder Ingvar Kamprad said: 'No method is more effective than the good example.'**

- Sustainable furniture materials
- Environmentally-friendly products
- Sustainable food
- How to live more sustainably at home

The statement clearly reiterates the use of words like "recycled", "furniture made of sustainable materials", "make eco-friendly choices" so the emphasis is on offering and supporting customers' eco-friendly and environmentally sound choices. This leads the customers to see the environmental and health impact of such products and the mindfulness of its strategy with regards to keeping the environment and the people safe. The focus is still on profitability but what even boosts that side is the appeal to environmentally aware people through sustainable products. The company's sustainability goals is to provide a sustainable lifestyle for its customers through eco-friendly designs and the use of sustainable materials and foods in its stores to limit the use of environmentally harmful and synthetic element and products.

WADHA ALHIMALI SEP 15, 2020 05:32PM

**ikea**

The marketing elements that guarantee IKEA's competitive advantage are its sustainable business practices and the fact that it demonstrates a strong adherence to the cause of safe and healthy environment through the maximum use of recycled and eco-friendly materials in the creation of value. This reflects a highly responsible profile whether on the social or environmental side rather than on profitability the company sustainability GOALS are to maximize the use of recycled materials, offering eco-friendly and environmentally

friendly materials to preserve nature and use materials in a responsible way, finally to offer high quality and reliable designs that respond to the needs of its customer.

*A nice feeling when you know that when you buy not only you get the product, but also contribute to protecting the environment and society* — SARAHALSADOUN

SARAH NASSER HAMAD ALBAGIEH SEP 15, 2020 05:22PM

## Nike "Move to Zero"

Nike is known for their famous motto "Just Do It" for many years. In 2019, they have announced new motto "Move to Zero" which comes with comprehensive sustainability plan that aims for being able to power facilities with 100% renewable energy and operate with net-zero carbon by 2025. ([Business Insider](#), 2019)

The company are constantly trying to recycle the materials and use it in the new product. They have introduced the Nike Air VaporMax 2020 Flyknit which is made from at least 50% recycled content.

Nike also introduced a new shipping box that has been optimized to reduce half of its average carbon footprint and making sure that the cardboard comes from recycled sources and the wood from well managed forests. ([Nike](#), 2020)

Nike's vision statement that made an impact is "To bring inspiration and innovation to every athlete in the world." And "if you have a body, you are an athlete."

They have also mentioned in their mission "do everything possible to expand human potential. We do that by creating groundbreaking sport innovations, by making our products more sustainably, by building a creative and diverse global team and by making a positive impact in communities where we live and work." ([Nike](#), 2020)

Nike has identified the sustainable development goals that they the biggest potential to contribute to:

- Good Health and well-being: Through the power of our brands and partnerships, get kids (ages 7-12) moving through play and sport
- Gender Equality:
  - o Attract and develop an increasingly diverse, engaged, and healthy workforce
  - o Diverse representation and culture of inclusion
  - o Provide comprehensive, competitive, and equitable pay and benefits
- Decent work and economic growth:
  - o Source 100% from factories that meet our definition of sustainable
  - o Ensure contract factory workers share in productivity gains
  - o Establish partnerships that support the needs of workers both inside and outside of the factories

- Responsible consumption and production:
  - o Deliver products for maximum performance with minimum impact, with a 10% reduction in the average environmental footprint
  - o Increase use of sustainable materials in footwear and apparel
  - o Source 100% of our cotton more sustainably across NIKE, Inc.
- o Enable Zero Discharge of Hazardous Chemicals (ZDHC)
- o Eliminate footwear manufacturing waste to landfill or incineration, while continuing to reduce overall waste
- Climate Actions:
  - o Reach 100% renewable energy in owned or operated facilities by the end of FY25 and encourage broader adoption as part of our effort to control absolute emissions
  - o Decrease energy use and CO2e emissions 25% unit in key operations
  - o Decrease energy use and CO2e emissions 35% per kg in textile dyeing and finishing
  - o 10% reduction in the average product carbon footprint (kg CO2e) per unit

([Nike](#) , 2020)

The marketing strategy of Nike is developed to enhance the competitive advantage.

First element is the product, Nike's new shoes that are made of at least 50% of the recycled materials, in addition to being compatible with company mission of sustainability, it also improves the company's competitive advantage.

Other element is communication, Nike has advantage in that since introducing the customization feature in their website. Customers can design their shoes based on their demands.

Lastly is distribution. The availability of the Nike products is considered as competitive advantage. Not only Nike stores that provide their product but many online and physical stores do as well.



#### Sustainable Innovation | Nike Innovation 2020 | Nike

by Nike

YOUTUBE

*"Ensure contract factory workers share in productivity gains" this came after they've been under the spot light for the poor working environment. — SALWA ABDULRAHMAN S. ALHWIMI*

*I was going to mention it , then I thought no need to bring the past 😊, but I think they have learned from their mistakes 😊 — SARAH NASSER HAMAD ALBAGIEH*

*Although they had severe backlash through their child labor scandal, but they made a comeback by their effort in sustainability, which will make them gain trust of consumers again by being ethical. — DINA DOBAIAN*

*Buthynah Balawi, Although Nike is a big name, yet I think they should work more on CSR if they want the reputation back (: — ANONYMOUS*

*I believe since Nike has a very dark and negative history with CSR , going sustainable is the best option for them especially for the growth of their market — ADWA ALRAJA*

*Interesting post. Although they had the issue in poor countries with child labor and such, they have made positive efforts in other areas and are noticeably sustainable. — SHAIMA MOHAMMAD A. ALDUGHAIS*

*I think a key driver of this is their customers being generation that's more conscious about sustainability and more demanding for it. — SHAIMA MOHAMMAD A. ALDUGHAIS*

*I agree, I think they are trying to change their image after the child labor scandal. — SARAH NASSER HAMAD ALBAGIEH*

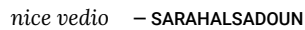
*In my opinion, I see Nike are more into media hype to make people interested in them rather than their competitors and forget about their SCANDAL! — KHOLOUD KHALID M. BIN HASAN*

*I think the company is doing a good job in this field, and since it has a large number of customers, its initiatives will hold a great impact on societies. Arwa Alduaij — ARWA A. ALDUAIJ*

RANDA MANSOUR I. ALDAKHIL SEP 25, 2020 11:48PM

Dell





**Maalee Almazrou Marks&Spencer**

- Transform all M&S into packaging widely recyclable by 2022
- Reduce food waste by 2025
- All raw materials, including cotton, from sustainable sources by 2025;
- Ensure one-quarter of all M&S Clothing and Home products will be made using recycled material by 2025; and
- Reduce greenhouse gas emissions by 80 percent compared to 2007

Maalee Almazrou  
ID:218420180



### Marks and Spencer Sustainability: Plan A.

by Darryl Young

YOUTUBE

*Marks and Spencer's complete overhaul of the business and strategy is incredibly. It really shows you that having a commitment to improving the company's values and culture is not so far fetched. Seeing it first hand is a treat as well, comparing the stores and products from 15 years ago to today.*

— HAYFA ALI M. ALSUHAIBANI

ADWA ALRAJA OCT 03, 2020 03:39PM

## Starbucks

Adhwa Alraja 218420562

**C) Starbucks sustainability goals:** 100% ethically sourced coffee, train 200,000 farmers by the end of 2020, Invest \$50 million in farmer loans by the end of 2020, Provide 100 million coffee trees to farmers by 2025, provide 100% ethically sourced tea, Empower at least 250,000 women and families in coffee, tea and cocoa growing communities globally by 2025.

### D)Products

Starbucks has positioned itself as the go-to place for premium coffee in the industry. Their use of high quality, **99% ETHICALLY SOURCED COFFEE**, Providing customized drinks, and produce seasonally-themed products definitely gave Starbucks a competitive advantage

### Price

Although Starbucks charge premium prices for their products, their goal is to **provide high quality coffee, enjoyable customer experience**. Moreover, Starbucks is the one of the leading coffeeshops with sustainable approach which give them more competitive advantage over their rivals as people almost favor buying from a sustainable brand, so Starbucks' environmentally-friendly brand image has helped it command higher prices.

### Promotion

Starbucks have effectively use social media to promote for their products and launch exceptional marketing campaigns, They also introduced the Starbucks Rewards Card that provides a host of benefits. This entices customers returning to make purchases, building loyalty.



### Our Barista Promise

by Starbucks Coffee

YOUTUBE

*I like their promotional ad. I think it's genius that they used what they're famous for (name writing on cups) and made it an advantage!* — DINA DOBAIAN

*You know that many of their customers visit them just for this specific "writing on cups" service, and you know that they deliberately spell the name wrong just that customers would take a photo, post it on social media, as a joke which is the largest most powerful promotion effortlessly!* — ADWA ALRAJA

HAYFA ALI M. ALSUHAIBANI SEP 15, 2020 05:50PM

## Hayfa Alsuhaibani 218420550 Whole Foods Market

It is not a small thing that Amazon the online retail giant became the parent company of Whole Foods Market in 2017. The organic grocery chain has shown its value and its agility with by accepting this offer.

Whole Foods Market is a leading name in its industry; it achieved this with the foundation of a great marketing Mix. The Company starts by looking at their customer first and foremost to gauge their values, this translate into the core principle of sourcing their product. Whole Foods Market knows that its customers values environmentally responsible products and sources them as well as develops new practices and principles for sourcing organic yet environmentally responsible produce.

As we all know, however, organic and a restricted use of preservatives is going to raise the buy price which in turn will factor into and raise the sale price. Whole foods has managed to curate and cultivate its relationships with suppliers and support the smaller organic farmers to grow their farms and supply the company with produce that eventually reduces the price compared to other organic foods sellers (though their prices are still premium) as the pool of organic foods suppliers increases. A large part of Whole Foods Market strategy for sustainability is their promotions; the company uses a slew of different activities for promotion including advertising, public relations and sales promotions which support their many CSR initiatives and programs as mentioned above Highlighting health, community and a deeper purpose for Whole Foods as a business. Customers have mainly found the place for buying whole foods products is in Whole Foods Stores which are increasingly using green buildings and replacing traditional energy with alternative energy. And after gaining Amazon as a parent company

increasingly customers also buy groceries online from the whole foods store.



**Seafood Sustainability Rating Program | Seafood | Whole Foods Market**  
by WholeFoodsMarket  
YOUTUBE

*I liked the idea of the color coded rating system this market follows. It makes the shopping experience clear to the customer. I wish to see it in local markets here too.*  
— FATIMAH ABDULAZIZ ALMOFADDA

*do we have a local equivalent to wholefoodmarket?*  
— SALWA ABDULRAHMAN S. ALHWIMI

*I believe the supermarket Manuel is similar, but doesn't have as much variety. But our produce which comes from local farms is your best bet.* — HAYFA ALI M. ALSUHAIBANI

*Manuel is my mom best place to go grocery shopping!*  
— NOURA ALSWAILEM

*I hope whole food could open a branch here , they have the best products ever !* — ADWA ALRAJA

ANONYMOUS OCT 03, 2020 04:26PM

**Buthynah Balawi 218420078**

**Place:** IKEA has great global distribution network. Also, in terms of place, they always pick a location for the store away from the crowd, one of the reason is the get huge building with big parking space so customer will enjoy the shopping.A. As mentioned in their report, IKEA “Social and environmental responsibility is a prerequisite for doing good business. IKEA’s sustainability direction is that ”IKEA’s business shall have an overall positive impact on people and the environment”. The IKEA vision and business idea encourage the work with social and environmental responsibility. Our vision “To create a better everyday life for the many people” refers not only to our customers, but also to our co-workers and people working for suppliers who manufacture IKEA products or provide services for IKEA. Our business idea is to offer a wide range of welldesigned, functional home furnishing products at prices so low that as many people as possible will be able to afford to buy them. Cost-consciousness is essential to this idea, using methods for economical use of resources while reducing environmental impact.”

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B. ‘To create a better everyday life for the many people’

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- C.IKEA has many sustainable goals:
- 1-Addressing unsustainable consumption, enables more people to live better everyday lives within the limit of the planet.
  - 2-Remaining affordable, products are for the many people, so we need to continue to ensure that IKEA offer remains accessible to those with thin wallets.
  - 3-Limiting climate change to 1.5C.

- 4-Sourcing recycled materials, there is a shortage of clean, recycles materials, such as plastic and textiles, and we are working to increase global availability. This is an important element of minimizing environmental impact and moving towards a circular economy.
- 5-Improving working condition, as decent working conditions are fundamental to doing good business, we are continuously strengthening our efforts to improve the conditions throughout our supply chains.
- 6-Including vulnerable groups in society, to create better possibilities for inclusion in areas of the world that need it the most, we are working with partners who employ marginalized groups.

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D. In my opinion, price is the competitive advantage for IKEA, because simply, people will go with less priced item no matter the promotion, color, style of even place of the product most of the time. I will also cover the other marketing mix of IKEA.

**Price:** Low prices constitute the IKEA vision, business idea, and concept. IKEA makes low-cost furniture for households and offices. It focusses on cost control and efficient operational details. This allowed IKEA to lower its prices. I think this is the competitive advantage of IKEA. People around the world will think about IKEA when it comes to affordable modern furniture. Start-up companies are using IKEA furniture which indicates how affordable they are One goal of IKEA is “remaining affordable, products are for the many people, so we need to continue to ensure that IKEA offer remains accessible to those with thin wallets”  
If you google IKEA the attractive sentence “new lower prices” will appear first and leave a good thought of customers’ minds. (Look at the Pic below)

**Product:** There are more than 9500 products across IKEA range, it terms of products diversity and covering all needs, IKEA is a great example. Covering almost all needs for house, office, and



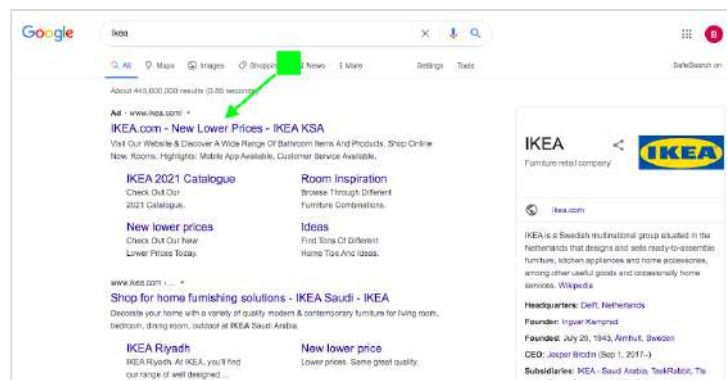
garden is great, and what give IKEA the chance to improve their product better comparing with other specialized on certain products company, because eventually they are all related. The diversity of IKEA products as mentioned in their website are: wide in function, wide in style, and by being coordinated, the range is wide in function and style at the same time.

**Promotion:** IKEA focuses a lot on its marketing activities. IKEA uses promotion tools like TV, print, and later on digital media. They also contribute to CSR campaigns which leave a good .... On people.

A video of IKEA employees visiting South Africa. Where IKEA donated for every soft toy sold to UNESCO to help improve education:

<https://www.youtube.com/watch?v=hGcwzCKPCXA>

**Place:** IKEA has great global distribution network. Also, in terms of place, they always pick a location for the store away from the crowd, one of the reason is the get huge building with big parking space so customer will enjoy the shopping.



*IKEA is one of the companies that is clearly visible that it is a green company and seeks and aims to do so, and even if you are a person not familiar with these details, you can say that. I think they showed that very clearly to everyone. I like it products by the way* – SARAHALSADOUN

**RAWAN ABDULAH S. ABURAS** SEP 15, 2020 05:50PM

## Rawan Aburas / 218420579 H&M Group

The H&M group's contributing to the UN's 2030 sustainable development goals . These goals are among the starting points of the H&M group's new sustainability strategy, launched in 2016.

### . a. What claims does the company make about social and environmental responsibility?

- 1- 97% recycled or other sustainably sourced cotton
- 2- H&M will not use conventional cotton for collections from 2020
- 3- Starting business to business service , that offers textile and clothes access to H&M supply chain
- 4- CDP's prestigious Climate A-list for leading effort against climate change
- 5- collected 29,005 tonnes of garments

- 6- fair live wages

### b. What is the corporate vision statement of that company?

The vision for the H&M group to lead the change towards a sustainable fashion industry based on a fully circular approach and using only renewable energy. With customers around the world, we can create large-scale demand for sustainable materials and circular solutions. Our long-term approach means we can support innovations and make them callable. We also use our size and our position to drive increased traceability and transparency throughout the value chain. The vision also includes working to achieve a fair, equal workplace both at the H&M group and among suppliers, and contributing to good communities based on diversity and inclusion.

The vision also includes working to achieve a fair, equal workplace both at the H&M group and among suppliers, and contributing to good communities based on diversity and inclusion.

### c. What is/are the company sustainability goals?

- 1- 100% sustainable materials by 2030
- 2- They are working on a water saving strategy
- 3- use only sustainable source of material
- 4- chemical restrictions , they are aiming to make the suppliers' production processes to have no chemicals that is identified as hazardous.

### d.What elements of marketing strategy are enhancing the company's competitive advantage? Comment on your colleagues' contribution and you can rate as well each others' contributions.

Product :

Customers have the right to know the impact of the product on environment, and the life cycle of the product starting from production passing by the supplier to reach and customers. H&M started a new featured in their website. when you click on any of their product it will show you information about

- 1- The material
- 2- The country
- 3- The supplier
- 4- The factory
- 5- Where to recycle

### Price :

The concept of "Fashion for everyone, at a great price" has remained with H&M group

H&M sustainable fashion pieces are affordable, In the same way H&M took the lead 70 years ago by making fashion accessible to all, H&M prices remains affordable to the customers You can check the collection and prices in the link [https://www2.hm.com/en\\_us/women/concepts/conscious-sustainable-style.html](https://www2.hm.com/en_us/women/concepts/conscious-sustainable-style.html)

place :

H&M sustainable fashion collection is accessible to every customers around the world , they can shop online and they deliver world wide

Or you can shop at the nearest H&M shop in your region

The company operates over **5,000 stores world wide and 57 stores in Saudi Arabia**

promotion :

H&M have started their initiative for Garment collection in 2013 and launched a film for the campaign, called bring it , to spread awareness and to encourage people to bring their clothes for recycling

Also, in H&M website they promote their movement in the section ( recycle at H&M)

[https://www2.hm.com/en\\_gb/ladies/shop-by-feature/16r-garment-collecting.html](https://www2.hm.com/en_gb/ladies/shop-by-feature/16r-garment-collecting.html)

- moreover, the company release a Sustainability Report, which shows the progress H&M made in the past year towards their sustainable vision  
in the report we will find many information about their initiative and the future plans



**H&M Conscious: Sustainable fashion through recycled clothes**  
by H&M

YOUTUBE

Buthaynah Balawi, I want to comment of one of the price strategy H&M adopted in terms of affordable prices to be sustainable. H&M worked many times with expensive brands like Moschino targeting teenagers who most of the time can not afford Moschino prices, at the same time buying from Moschine line with the logo in H&M will satisfy them. — ANONYMOUS

Rawan! this is very informative and new to me. I have never thought that H&M are working on their sustainability. I recall the company has many issues before, but recently their performance is clearly enhanced. — NOURA ALSWAILEM

Yes I also did not know that they are working on the sustainability as after the Rana Plaza collapse, one of the deadliest industrial disaster of the history where 1500 workers died. Those factories were manufacturing for Zara and H&M. — DR. AMIRA KHATTAK

I always considered H&M one of the fast fashion companies who have issues with low wages. I it is good to know that they are working on it. — SARAH NASSER HAMAD ALBAGIEH

they have an good idea when they contract with international designer to design pecise with reasonable prices — WADHA ALHIMALI

I am amazed that such brand as H&M is going sustainable, I know that they have child labor and give low wages , but since they are such a leading retailing company , and placed worldwide , they have to integrate this within their vision long time ago!  
— ADWA ALRAJA

I'm amazed like you 21840562. It never cross the mind that it does all these things. I thought it was just the opposite. Although I prefer some of their products but after I heard about child labor I stoped it buying form them. Now you helped me change my mind  
— SARAHALSADOUN

I always shop at H&M and never knew they have such sustainable process. thank you for posting this. Arwa Alduaij  
— ARWA A. ALDUAIJ

It's really interesting know one of the biggest fast-fashion companies applies and adopts ethical and green practices  
— MAALEE ABDULKADIR M. ALMAZRO

SHAIMA MOHAMMAD A. ALDUGHAIS SEP 15, 2020 05:33PM

## Sustainability at Cisco Systems Company

Cisco Systems is a company that is known for its sustainability efforts. It was ranked as the fourth most sustainable company in the year 2020 as announced in the World Economic Forum meeting.<sup>1</sup>

### a. What claims does the company make about social and environmental responsibility?

As per the Triple Bottom Line (TBL), companies become more sustainable by considering their economic, environmental, and social impacts.

Cisco appears to be conscious of these aspects. They have a page dedicated in their website about this, featuring statistics on their economic, social and environmental impact as well as specific stories.<sup>2</sup> Some examples of such claims featured on their website<sup>3</sup> and 2019 CSR report<sup>4</sup> are as below:

- Cisco Systems claims to have transformed economies and socities through technology, specifically through their Country Digital Acceleration (CDA) program, where they work with academic institutes and governments to advance technology in certain companies and help create jobs. Examples of impact in this area include:

1. Cisco Networking Academy that helps students grow in IT fields.
2. Innovation Centers where innovators can exchange ideas.
3. University Investments that allow Cisco to sponsor IT education.

- Cisco also claims to have a positive impact on the economy and environment through economic circularity which aims to create renewable energy, manage waste, and tackle finite resources. Examples of projects that cover this include:

1. No Paint Project: This is a project that eliminates oil-based wet paints and hazardous compounds.
2. Recycled Plastic: Cisco phones 7800 and 6800 were produced using 35% recycled content plastic instead of virgin plastic.
3. Reusable pallet wraps: Cisco replaced disposable wraps with reusable wraps.

Attached is a video on Circular economy.<sup>5</sup>

**b. What is the corporate vision statement of that company?**

The corporate vision of Cisco Systems is “Changing the way we work, live, play, and learn.”

**c. What is/are the company's sustainability goals?**

Cisco has achieved some sustainability goals in 2019 per their CSR report and have committed to new goals by 2025, including the below:

1. Reduction of foam packaging usage by 75%;
2. Improving product packaging efficiency by 50%;
3. 70% of suppliers achieving “zero waste” diversion rate.

**d. What elements of marketing strategy are enhancing the company's competitive advantage?**

Regarding the elements of Cisco's marketing strategy that are enhancing its competitive advantage, Cisco have been known to maintaining their relationships with their customers, whom they have different segments for as per nature and demands. They have also been known to acquiring new promising technological companies which has also helped them maintain a high level of innovation and stay ahead of the competition, increasing their worldwide spread and marketshare.

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**Circular Economy 101: Circular Solutions**

by Cisco

YOUTUBE

**NOURA ALSWAILEM** SEP 15, 2020 05:33PM

## Ford Motor Company

**A)** Ford Motor Company sustainability is built on three main pillars, which are Putting People First, Protecting Our Planet, and Creating Tomorrow Together. These three pillars are

incorporating both the social and environmental aspects of sustainability. Ford's corporate mission is “**to make people's lives better by making mobility accessible and affordable.**”

**Putting People First:** Ford Company believes that its people drive the success. Having skilled employees, dedicated dealers and suppliers, reliable partners, valued customers is the center of their progress. According to Mary Culler, Chief of Staff and Development Director, “THE HEART OF FORD'S GLOBAL COMMUNITY WORK IS MAKING PEOPLE'S LIVES BETTER. OUR EMPLOYEES ARE THE BACKBONE OF THIS WORK, AND THEIR VALUES IN GIVING BACK AND CARING FOR OTHERS DRIVE THIS MISSION. SUPPORTING THE COMMUNITIES WHERE WE LIVE AND WORK THROUGH MENTORSHIP, SERVICE AND PARTNERSHIP PROGRAMS IS WHAT MAKES FORD A SPECIAL FAMILY COMPANY.”

Ford Company cares about creating a winning culture where human rights are respected and trust is earned through safety and quality. The company also extends its efforts to supporting community life by creating long lasting partnerships and increasing access to opportunities.

**Protecting Our Planet:** Reducing emissions associated with the use of Ford vehicles, responsibility managing production operations, and encouraging best practices among suppliers is how Ford Company positively contributing to the world around us. According to Bob Holycross, VP and Chief Sustainability, Environment, and Safety Officer, “WE BELIEVE THAT MAKING GREAT VEHICLES AND MAINTAINING A STRONG BUSINESS DON'T HAVE TO BE AT THE COST OF PROTECTING OUR PLANET. THESE PRIORITIES ARE DEPENDENT ON EACH OTHER AND AREN'T MUTUALLY EXCLUSIVE. TO HELP US ACHIEVE OUR ASPIRATIONS, WE HAVE SET OUT SOME AMBITIOUS GOALS THAT WILL MOVE US TOWARD A CARBON-NEUTRAL FUTURE.”

Ford Company is taking the climate change, air quality, and air emissions issues seriously by integrating them in Ford's corporate strategy. The company is also continuously working on improving production operations by following a holistic science-based approach. Also, the Company's is moving toward circular economy by producing and using recyclable and renewable materials in their vehicles, while maintaining their up to par standards.

**Creating Tomorrow Together:** Human progress is believed by Ford Company to be driven by freedom of movement. Therefore, the creation of smart vehicles for smart and progressive world is solving today's and tomorrow's challenges. According to Hau Thai-Tang, Chief Product Development and Purchasing Officer, “I'M EXCITED BY THE ROLE THAT FORD CAN PLAY IN USING INNOVATIVE, DISRUPTIVE TECHNOLOGY TO MAKE THE WORLD BETTER. CONNECTIVITY, AUTOMATION, ELECTRIFICATION, DATA SHARING – THESE THINGS ARE CHANGING THE BUSINESS OF MOBILITY, AND MAKING US RETHINK OUR VALUE ADD AS A COMPANY.”

Ford is committed to offering electrified vehicles (EV) for the community, while participating at creating the largest charging network across the globe to ensure accessibility. The company is



also working on the development and testing of self-driving vehicles that are affordable and convenient to use.

B) Ford’s corporate vision is “**to become the world’s most trusted company, designing smart vehicles for a smart world.**” This vision statement reflects the multinational company’s strategic goal of becoming a leader in the automotive industry. The following are the main components of Ford’s corporate vision statement:

- Worldwide scale
- Most trusted company
- Designing smart vehicles for a smart world

C) At the Corporate level, Ford Company identified 11 goals of the UN’s Sustainable Development Goals that the Company is contributing to, either directly or indirectly. Ford also came up with 9 unique goals to protect the environment and enhance quality of life. These goals are attached hereunder.

- D) · **Deliver Product Excellence with Passion:** Products are the lifeblood of Ford’s business.
- **Drive Innovation in Every Part of Out Business:** Ford’s industry is rapidly evolving and new technologies is having significant impact on their business.
  - **Focus on Creating Value:** Ford follows a Creating Value Roadmap process to run the company and driver desired results.

The Company is also known for two strategies that attained Ford its competitive advantage. These are low-cost leadership strategy and product differentiation.

**Low-Cost Leadership Strategy:** Ford Company uses information systems to improve its value chain. It has teamed-up with Caterpillar Logistics and SAP to improve warehousing and its Daily Parts Advantage network for getting spare parts to their dealers. The company is also using statistical analysis system (SAS) platform that supports customer relationship management (CRM). This SAS platform enhances Ford’s existing customer relationship database. The implementation of these information technologies has enabled the Ford value chain to become a cost savings powerhouse for the company. Ford has been able to reduce its’ supply chain cycle by 57% to 37 days, achieve a 40% decline in inventory levels in the U.S. and an 85% reduction in customer back order lines.

**Product Differentiation:** Ford developed products and partnerships with powerhouses in the consumer electronics industry – turning cars and trucks into mobile centers of entertainment and communication that paralleled the fast growth of smartphones and social media. The company’s MyFord Touch entertainment offered the first system that allowed a driver to – safely – engage with technology through verbal commands, syncing with a smart phones, unique apps, and music systems that aligned with the wants and needs of today’s consumers.



I see that Ford has a clear goal on making sure that it's implementing the strategy, also in their buildings.  
— RANDA MANSOUR I. ALDAKHIL

Nice Choice Nora! I loved it when Ford CEO mention in the video Dr Amira uploaded that they want their warehouse to be kids-friendly by making it more green and with less hazards !  
— ADWA ALRAJA

great company, their change of making their plants a green place and planting the roof turns to have positive impact.  
— AWAN MOHAMMAD A. ALARIFI

nice choice Nora it is a great company Ford always works to create high-tech cars with Affordable prices — WADHA ALHIMALI

ARWA A. ALDUAIJ SEP 15, 2020 05:30PM

Product strategy: - Stella McCartney maintains the highest quality of products. - The company procures raw materials from reliable suppliers only. - The brand has a broad selection of products (bags, clothes..) that comes in different sizes. - The products are environmentally sustainable. Pricing Strategy: - Uses hybrid strategy for pricing to gain maximum value for its products. - Uses premium pricing for some of its products that adds a high value. - For some product ranges, the brand uses bundle pricing strategy during sales. Distribution Strategy: - The company maintains stores operation which gives it a great opportunity for customer interaction. - The brand has successfully developed a website for online ordering and tracking. Communication Strategy: - The company pays great attention on the promotional tactics and strategies. - Stella McCartney uses digital marketing by using social media, websites, and portals. - The brand has a website that includes information regarding any campaigns and sales.

ARWA A. ALDUAIJ SEP 15, 2020 05:30PM

Product strategy:
<ul style="list-style-type: none"><li>- Stella McCartney maintains the highest quality of products.</li><li>- The company procures raw materials from reliable suppliers only.</li><li>- The brand has a broad selection of products (bags, clothes..) that comes in different sizes.</li><li>- The products are environmentally sustainable.</li></ul>
Pricing Strategy:
<ul style="list-style-type: none"><li>- Uses hybrid strategy for pricing to gain maximum value for its products.</li><li>- Uses premium pricing for some of its products that adds a high value.</li><li>- For some product ranges, the brand uses bundle pricing strategy during sales.</li></ul>
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Communication Strategy:
<ul style="list-style-type: none"><li>- The company pays great attention on the promotional tactics and strategies.</li><li>- Stella McCartney uses digital marketing by using social media, websites, and portals.</li><li>- The brand has a website that includes information regarding any campaigns and sales.</li></ul>

## Autodesk Inc.

Pick a major brand that has been featured in the news for its sustainability efforts.

The Autodesk Inc. is largely known for its sustainability advances, ranking 5<sup>th</sup> on Forbes list of The 100 Most Sustainable Companies Of 2020.

a. What claims does the company make about social and environmental responsibility?

The Autodesk Inc. cares for both social and environmental responsibilities, according to the company's sustainability report, The Autodesk Foundation is responsible for providing designs and creating solutions for the world's most urging and pressing social and environmental challenges.

For the Social part:

- The foundation seeks to help impact-oriented organizations (such as: nonprofits, social enterprises, and startups), through providing funding, software, training, and related support, so these organizations can maximize their impact.
- Their Build Change initiative promotes alternatives to cookie-cutter designs and routine demolition while educating locals about home design and safe construction practices. The impact resulted in training nearly 30,000 people in the basics of safe construction practices, created more than 12,000 jobs, and ensured safer homes and schools for more than 257,000 people in 12 countries.
- According to Autodesk Inc. "Our goal is ten in ten: empowering ten million people in ten years to live and learn in safer homes and schools".

For the Environmental:

- The Autodesk Inc. policy is "Our environmental policy underpins our efforts within our own operations, with our suppliers and business partners, and in support of our customers' efforts to improve their environmental performance".
- The company uses 100% renewable energy to run their cloud services and offices.
- Use sustainable designs, integrating sustainable capabilities into their products and services.
- They aim to be climate neutral, to zero out of carbon the entire footprint in the beginning of FY21.

b. What is the corporate vision statement of that company?

- The company's vision is to (help people imagine, design, and create a better world).

c. What is/are the company sustainability goals?

Reference to the company's sustainability report, their goals are listed as follows:

- Creating technology that improves energy and material productivity.
- Supporting innovators through grants, software donations, and training.
- Leading by example with our own operations, advancing sustainability business practices, and supporting every employee to make a positive impact.

d. What elements of marketing strategy are enhancing the company's competitive advantage?

The industry of software designs has low limited barriers to enter, however, the Autodesk Inc. has established its position as one of the leaders. The following elements of the marketing mix play a role in giving the Autodesk Inc. competitive advantage:

Product strategy:

They focus on producing software's that serve in multi-purpose designing i.e. 2D, 3D. what makes their product more appealing is their focus on research and development to avoid errors, in addition they provide it in multilingual software to better serve their customers.

Communication Strategy:

The company use global marketing and sales organizations they manage overall marketing sales programs and work closely with a network of domestic and foreign offices.

Distribution strategy:

the Autodesk in. distribute its products through authorized distributors and resellers and also directly to customer, such wide channel allow them to communicate their products more effectively, reaching their customer segments in not only the U.S but in ME, EUR, Africa, Asia, and Pacific.

### Sustainable design

Professor Barent (New School of Design) educates all of his students on the importance of sustainable design to help address some of the today's most challenging issues. In this video lesson, Barent highlights the reliability, accessibility, 3D modeling capabilities, and ease-of-use of Fusion 360.

DESIGN ACADEMY



*I never heard of that company before yet, their practices are impressive* — MAALEE ABDULKADIR M. ALMAZRO

RANDA MANSOUR I. ALDAKHIL SEP 15, 2020 05:37PM

A) Dell In June 2007, Dell's went to an aggressive, and long-term goal which is to be the "greenest technology company on the planet." B) Dell vision statement: Dell Technologies empowers countries, communities, customers and people everywhere to use technology so that they can thrive. C) Dell's green programs shows the mix of three key elements for the operation of the company: more environmentally-friendly materials, energy efficiency, and to recycling and end-of-life disposition of products. Environmental goals: -Reduce 50% of the greenhouse gas emission from the facilities and logistics operations -Ensure in Dell-operated buildings is diverted from landfills by 90% of waste - water reduce use in water-stressed regions by 20% - maintain and develop sustainability initiatives in 100% of Dell-operated buildings How dell is implementing the strategy: Product Concept and Design: To focus on some big areas for Dell and its customers are energy efficiency and performance, Design for Environment (DfE), and packaging. Design for Environment: DfE helps reducing risks to people and the environment by preventing the pollution when designing, manufacturing, and disposing products. DfE strategy evaluates the human health and environmental considerations, processes, performance, materials and the cost of traditional and alternative technologies. Packaging: Dell has invented

multipacks that make shipments into smaller packaging. It will make the customer saves on shipping costs and on-site packaging waste and recycling costs will be reduced.

Transportation: Dell focuses on geographic manufacturing to build products closer to customers and to reduce transportation costs. Here is a video that shows how dell will implement its strategy: <https://youtu.be/tYIUrlhc9w8>

D) Plan a marketing mix including:

Product strategy: Dell is known for constant innovation and providing quality products to its customers. Dell products include consumer products and business products. Its product portfolio offers laptops and 2-in-1s, Desktop and All-in-ones, Gaming series, XPS series, monitors, electronics and accessories.

Pricing strategy: Dell has set different set of prices based on the consumer segment it is targeting which includes consumer segment and business segment. The pricing also varies based on the hardware chosen and the operating system version selected.

Dell Place and distribution strategy: Dell products are sold through its website, e-commerce sites such as Amazon, Snapdeal and in retails stores. Dell also covers the stores and shops.

The promotional and advertising strategy: Dell focuses on 360 branding through TV, print media, online ads etc. It distributes brochure to public through newspapers.

**KHOLOUD KHALID M. BIN HASAN** SEP 15, 2020 05:43PM

D. Among the 4 elements of marketing mix, Adidas had a major concern for its products to be sustainable and environment friendly. Their aim is to develop a sport performance shoe with the lowest ever carbon footprint through INNOVATION which is the core of all their products. Therefore, Adidas has made many partnerships and initiatives in that regard. In order to influence the environmental footprint, the innovation team has to focus on both choice of materials and how they are manufactured. Among those attempts are; avoiding oil-based plastic which helps reduce carbon emissions, using thinner or lighter materials which mean less waste and less embedded carbon, and using dry-dyeing clothes which saves water, chemicals and energy. Adidas was the first in the market in 2012 to use the dry-dyeing. Among their initiatives in that field is END-OF-LIFE i.e. their products will no longer be considered a harmful waste at their end of life, but rather a valuable resource for new products. They recycle excess pre-market products, and those products that fail to meet their quality standards. Also, they collect used sporting goods from consumers, check their quality and donate them to people in need or to dedicated organizations; which can also be considered as a part of CSR.





The video is about PUMA.its competitor – DR. AMIRA KHATTAK

all these sportswear firms moving to sustainability as recycling of their products was a major concern of consumers and civic organizations. – DR. AMIRA KHATTAK

Wow! I liked the idea of NO BOX. I would love to see it in real life and for other companies to consider a similar approach to reduce the material waste. – KHOLOUD KHALID M. BIN HASAN

SARAHALSADOUN SEP 15, 2020 06:19PM

## Neste

According to Neste annual report 2019:

Using Renewable and recycled raw materials and combating climate change and reducing climate emissions through both global and local efforts.

- Renewable Road Transport
- Renewable Aviation
- Renewable & recycled plastics
- Turning fries into miles ( Use McDonald's used cooking oil for Neste renewable diesel™)

[https://www.youtube.com/watch?](https://www.youtube.com/watch?time_continue=6&v=igh3_wvYa4w&feature=emb_title)

[time\\_continue=6&v=igh3\\_wvYa4w&feature=emb\\_title](https://www.youtube.com/watch?time_continue=6&v=igh3_wvYa4w&feature=emb_title)

### B . What is the corporate vision statement of that company?

Its vision “Leading the way towards a sustainable future together”

Its purpose: “Creating a healthier planet for our children”

[https://www.youtube.com/watch?](https://www.youtube.com/watch?time_continue=19&v=1riYoZSmtAc&feature=emb_title)

[time\\_continue=19&v=1riYoZSmtAc&feature=emb\\_title](https://www.youtube.com/watch?time_continue=19&v=1riYoZSmtAc&feature=emb_title)

[https://www.youtube.com/watch?](https://www.youtube.com/watch?time_continue=8&v=y0TwNiz02KE&feature=emb_title)

[time\\_continue=8&v=y0TwNiz02KE&feature=emb\\_title](https://www.youtube.com/watch?time_continue=8&v=y0TwNiz02KE&feature=emb_title)

### C. What is/are the company sustainability goals?

1. To reduce customers' greenhouse gas emission by at least 20 million tonnes annually by 2020
2. To reach carbon neutral production by 2035.

### D.What elements of marketing strategy are enhancing the company's competitive advantage?

**Place:** It is a global company so its services are available in the world. It also promotes itself that its products serve land, sea and air

**Product:** products play an important role in the marketing mix and products are the competitive advantages in themselves

**BY 2024 ADIDAS WILL USE ONLY RECYCLED POLYESTER IN ALL PRODUCTS ACROSS THE BUSINESS**  
CURRENTLY OVER 50%

**RANKED IN THE SUSTAINABILITY INDICES FOR THE 20TH CONSECUTIVE TIME**

**CHEMICAL MANAGEMENT**  
99% OF OUR PRODUCTS ARE PFC FREE

**RUN FOR THE OCEANS**  
A GLOBAL RUNNING EVENT WITH OVER **2.2 MILLION** RUNNERS FROM ALL OVER THE WORLD IN 2019

ADIDAS CONTRIBUTED **\$1.5 MILLION** TO HELP THE **PARLEY OCEAN SCHOOL PROGRAM** THAT EDUCATES AND EMPOWERS THE **NEXT GENERATION** TO PROTECT OUR OCEANS

**PLASTIC BAG-FREE STORES**  
PLASTIC BAGS ARE REMOVED FROM ALL ADIDAS STORES WORLDWIDE

**PLASTIC-FREE OFFICES WORLDWIDE**  
AVOID MORE THAN 40 TONS OF SINGLE-USE PLASTIC ITEMS PER YEAR

**RECYCLED PACKAGING**  
BY 2021 PACKAGING USED TO TRANSPORT PRODUCTS WILL BE MADE FROM RECYCLED MATERIAL

**PARLEY FOR THE OCEANS**  
OVER **15 MILLION PAIRS OF SHOES** WILL BE PRODUCED WITH **PLASTIC WASTE** COLLECTED FROM BEACHES AND COASTAL REGIONS THIS YEAR

**INFINITE PLAY**  
PILOT PROJECT IN THE U.K. TO **EXTEND THE USEFUL LIFE OF A PRODUCT**  
CONSUMERS CAN **SEND PRODUCTS BACK** EITHER TO BE **RESOLD OR RECYCLED**  
AND RECEIVE AN **8.5% DISCOUNT** THROUGH CLUB CREATOR CLUB

**INNOVATIONS - 3 LOOP STRATEGY**

- RECYCLED LOOP**  
MADE WITH RECYCLED MATERIALS  
PARLEY, PRIMEBLUE, PRIMEGREEN
- CIRCULAR LOOP**  
MADE TO BE REMADE  
FUTURECRAFT LOOP
- REGENERATIVE LOOP**  
MADE TO REGENERATE MATERIALS FROM NATURAL RESOURCE

**BETTER COTTON**  
**100% OF ALL COTTON** SOURCED GLOBALLY IS **SUSTAINABLE COTTON**

**CARBON FOOTPRINT**  
BY 2030 ADIDAS WILL REDUCE ITS **CARBON FOOTPRINT** BY 30% AS PART OF THE **FASHION INDUSTRY CHARTER** FOR CLIMATE CHANGE

**CLIMATE NEUTRALITY**  
BY 2050  
**ACHIEVE CLIMATE NEUTRALITY**

it is very interesting to see that adidas is practicing and going forward to the sustainable strategy, especially the end-of-life initiative this is very informative and good to know about

– RANDA MANSOUR I. ALDAKHIL

<https://www.youtube.com/watch?v=vwRulz8hPKI>

– DR. AMIRA KHATTAK

It's good know that such companies with mass production cares about the environment and adopt ethical and sustainability practices - Maalee – MAALEE ABDULKADIR M. ALMAZRO

because Neste products provides benefits to individuals, companies and governments in the long term and contribute to improving life chances and protecting the environment. This is what drives its customers to believe in the work that they do, especially since most companies in this field depend on chemical products that directly affect the environment and people.

**Promotion:** The company relies on promoting its products on the value and impact that occurs to society and the environment as a whole in the long term. Therefore, it focuses on children and providing them with a suitable and healthy environment. What will happen when they use these products?

**Price:** Neste Corp depends on natural and renewable raw materials with a high price. Therefore, the price is not considered a competitive advantage for the company, but it depends on other elements



WADHA ALHIMALI SEP 15, 2020 06:01PM

IKEA

<https://www.bbc.com/news/technology-17869436>

**Ikea goes green with a cardboard digital camera**

Last year, it announced a solar power project, equipping one of its stores in California with solar panels. It then stated that the panels were going to provide the same amount of energy needed for 64 homes in a year.

BBC NEWS



WADHA ALHIMALI SEP 15, 2020 06:03PM

IKEA

<https://www.ikea.com/gb/en/this-is-ikea/sustainable-everyday/>

**Sustainability at IKEA**

IKEA uses more renewable and recycled materials than ever to eliminate waste in our operations and to change how we design products. Learn more about our sustainable efforts including solar energy, water conservation, plastic reduction, social initiatives and more.

IKEA



SARAHALSADOUN SEP 15, 2020 06:05PM

**218420562**

See all the wonderful things 218420562 has made

PADLET



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## **MKT538 (201 AND 202)**

Following one SDG was integrated in MKT538 in both semesters that is 201 and 202

### **No 12: Responsible Consumption and Production**

Goal 12—"Responsible consumption and production: Ensure sustainable consumption and production patterns. This goal includes the implementation of a 10-year framework for sustainable consumption and production and hopes to achieve sustainable management of natural resources. It also strives to reduce global food waste by half, achieve environmentally sound management of chemicals and wastes, reduce waste overall, and encourage companies to adopt sustainable practices. This goal will also promote sustainable procurement practices and work to increase information and awareness on sustainable development and lifestyles".

In the context of MKT 538 Strategic Marketing SDG goal 12 applies. Cases and readings were added at the end of the second chapter of the book. A chapter with the title "Sustainable Marketing Strategy" from the book Sustainable marketing written by Diane Martin and Data John Schouten was given for the readings and discussions were held in the class because sustainable strategies planned at the corporate levels are translated into business and marketing levels. That readings gave an overview of how sustainable strategies were designed and implemented at all levels of an organization. For the assessment, there were two PADLET activities (research bases) given with 5 marks each (10 in total). I have attached those assessment activities to the email. Students enjoyed both activities and new faculty teaching the course in 211 found both SDG related activities very interesting.

## **MKT 534 (211)**

SDGs 08 and 12 will be integrated to MKT534. SDG 12 has been discussed already and SDG 08 has been discussed below;

### **No 08: Decent Work and Economic Growth**

"Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. This goal focuses on sustaining per capita economic growth and growing gross domestic product in the least developed countries. It also strives to help countries achieve higher levels of economic productivity through diversity, technological upgrades, and more, as well as promoting development-oriented policies to support productive activities, decent job creation, entrepreneurship, creativity, and innovation. They also want to improve global resource efficiency in consumption and production, achieve full and productive employment and decent work for all, and reduce the number of youth not in employment, education, or training. Through this goal, they also hope to eradicate forced labor, modern slavery, and human trafficking, as well as promote safe and secure work environments, protect labor rights, promote sustainable tourism, and strengthen the capacity of domestic financial institutions".

There are number of cases and videos which students have seen (I shared) for example social and environmental repercussions of ship breaking industry in Bangladesh, and manufacturing of garment in various countries including the deadliest industrial disaster of the history (Rana Plaza Collapse). I will add a 5 marks PADEL activity ( a research based activity) addressing 8<sup>TH</sup> AND 12<sup>TH</sup> SDG Goals before the end of the semester. I am still working on the topic.

## HRM 570

Instructor: Dr. Farida Saleem

Following two SDG were integrated in HRM 570.

### **No 5: Gender Equality**

SDG 5 – gender equality measures universities’ research on the study of gender, their policies on gender equality and their commitment to recruiting and promoting women.

### **No 10: Reduced Inequalities**

SDG 10 – reduced inequalities measures universities’ research on social inequalities, their policies on discrimination and their commitment to recruiting staff and students from under-represented groups.

Following content (two Articles and one Case study) based on SDG were included in the syllabus of HRM 570 for 201 and 202.

#### **1. Case**

##### ***Discrimination or Non-Performance?***

Carol J Cumber, Jamie O'Brien

##### **Details:**

Pub Date: Sep 1, 2015

Discipline: Human Resource Management

Subjects: Affirmative action, Racial discrimination

Source: North American Case Research Association (NACRA)

Product #: NA0371-PDF-ENG

Industry: Colleges & universities

Geography: United States

Length: 13 page(s)

#### **2. Article No1**

##### ***Will Working Mothers Take Your Company to Court?***

Joan C. Williams, Amy J.C. Cuddy

##### **Details:**

Pub Date: Sep 1, 2012

Discipline: Human Resource Management

Subjects: [Business law](#), [Discrimination](#), [Employment discrimination](#), [Labor laws and policies](#), [Personnel policies](#), [Women in business](#)

Source: Harvard Business Review

Product #: R1209G-PDF-ENG

Length: 8 page(s)

#### **3. Article No 2**

##### ***Why Diversity Programs Fail***

Frank Dobbin, Alexandra Kalev

##### **Details:**

Pub Date: Jul 1, 2016

Discipline: Human Resource Management

Subjects: [Discrimination](#), [Hiring](#), [Minority & ethnic groups](#), [Organizational development](#), [Personnel policies](#), [Recruitment](#), [Women in business](#)

Source: Harvard Business Review

Product #: R1607C-PDF-ENG

Length: 10 page(s)

## Webinar on SDG's

Arranged webinar on “SDGs, Green Economy and future perspectives” by Mr. Asad Naqvi  
Head, Secretariat of the Partnership for Action on Green Economy (PAGE), Economy Division, UN  
Geneva, Switzerland, on 24th November 2020 at 6-7pm

Google link: <https://meet.google.com/mtf-audm-exv>



**جامعة الامير سلطان**  
**PRINCE SULTAN**  
**UNIVERSITY**

**CBA** كلية إدارة الأعمال  
COLLEGE OF BUSINESS  
ADMINISTRATION

# **MBA Webinar**

## **Sustainable Development Goals (SDGs)**

### **SDGs, Green Economy and Future Perspectives**

### **Our Guest Speaker:**

### **Mr. Asad Naqvi**

**Head, Secretariat of the Partnership for Action on Green Economy (PAGE), United Nations**

**6:00-7:00 PM**  
**Via**

**Join us:**  
**Tuesday, 24th**  
**Nov 2020**

**GOOGLE MEET**

**MBA Program**

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Prince Sultan University  
**College/ Department**  
1<sup>st</sup> Semester 2021 - 2022

TLC 2018 Form 12  
/Institutional Course Syllabus  
Template

## INSTITUTIONAL COURSE SYLLABUS TEMPLATE

Course Code: <b>HRM 570</b>	Course Title: <b>HUMAN RESOURCE MANAGEMENT</b>
Course Instructor: Dr. Farida Saleem	Email: FSALEEM@PSU.EDU.SA
Credit Hours: 3hrs	Course Location: Section 1198- N306
Scheduled Office Hours: Sun, Tue and Thu 1:00 – 2:00 Sun 11:00-12:00 Tue: 12:00 – 1:00 Or with appointment Or with appointment	Class Timings: Tuesday  6:00-9:00
Office Location: W 304	
Co-Requisite: NA	Pre-Requisite:

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### MBA Mission

Inspired by the Saudi Vision 2030, we are committed to provide state-of-the-art business education for developing leaders through excellence in curriculum, pedagogy, faculty and facility.

**I. Course Description:** As modern management demands have continued to grow at an accelerating rate, the realization that the fate of the organization center on how well its human resources are utilized has become abundantly clear. Hence, the tremendous importance of the HR function to the organization as a whole is only now being recognized. By dealing with both the myriad of recent economic and financial changes in the Middle-East scene and our changing demographics HR has found itself catapulted to the forefront of the organization. This course is designed to acquaint students with a more in-depth understanding of HR issues, including regulatory requirements, economic conditions, planning, job enrichment, development of employee manuals, and the steps involved in hiring employees.

**II. Course Learning Outcomes:** On the successful completion of this course, students will be able to demonstrate the following:

Skills	Course Learning Outcomes
<b>Knowledge</b>	1.1. Understand the key role of HRM for the organizations' strategy. 1.2. Understand the impact of relevant laws and regulations on the staffing function and specific HR decisions.
<b>Skills</b>	2.1. Explain the reasons for conducting a job analysis, the outcomes of a job analysis, basic categories of job analysis, and specific job analysis techniques 2.2. Explain the concepts of Training, Compensation, Promotions and Employee relations. 2.3. Critically analyze knowledge, skills, abilities and other characteristics and how those relate to job analysis.
<b>Values</b>	3.1. Demonstrate the ability to work effectively in teams. 3.2. Demonstrate effective communication skills and apply related technology.



### III. Tentative Weekly Course Schedule:

*May change to accommodate guest presenters & student needs.*

WEEK	UNIT/ TOPIC	CLOs alignment	STUDENT TASKS	Number of Contact hours
1	Chapter 1: Introduction to Human Resource Management; Saudi Arabia labor market	CLO 1.1,1.2	Micro Lab (In-class Activity)	3
2	Chapter 3: HRM Strategy and Analysis	CLO 1.1,1.2	Micro Lab (Developing strategy map and HR score card )	3
3	Chapter 4: Job Analysis & Talent Management Process	CLO 1.1,1.2,2.1, 2.3	Micro Lab (Writing job analysis)	3
4	Chapter 5: Personnel Planning & Recruiting; Recruitment and hiring in Saudi Arabia	CLO 1.1,1.2,2.1	Review of Article (5%) Micro Lab (In-class Activity, Hiring plan for PSU)	3
5	Chapter 6: Employee Testing & Selection	CLO 1.1,1.2, 2.2	Major 1 (15%)	3
6	Chapter 6: Employee Testing & Selection	CLO 1.1,1.2, 2.2	Micro Lab (In-class Activity, A Test for a Reservation Clerk)	3
7	Chapter 8: Training and Developing Employees	CLO 1.1,1.2, 2.2	Case Discussion: Training and Development at RVA: a non-profit organization	3
8	Chapter 9: Performance Management and Appraisal	CLO 1.1,1.2	SDG Content: Case Discrimination or Non-Performance?	3

			<b>Carol J Cumber, Jamie O'Brien (In- class Activity) Article Discussion</b>	
9	Ch 12: Pay for Performance and Financial Incentives	CLO 1.1,1.2, 2.2, 3.1, 3.2	<b>Case Discussion: Citibank: Performance evaluation</b>	
10	Ch 12: Pay for Performance and Financial Incentives	CLO 1.1,1.2, 2.2, 3.1, 3.2	<b>Major Exam 2 (20%)</b>	3
11	Ch 13: Benefits and Services; compensation and benefit management in Saudi Arabia	CLO 1.1,1.2, 2.2, 3.1, 3.2	<b>SDG Content: Article Discussion Will Working Mothers Take Your Company to Court? Joan C. Williams, Amy J.C. Cuddy</b>	3
12	Chapter 10: Employee Retention, Engagement and Careers	CLO 1.1,1.2, 2.2, 3.1, 3.2	<b>Experiential Exercise: Where Am I Going..... And Why?</b>	3
13	Ch 14: Ethics and Employee Rights and Discipline	CLO 1.1,1.2,, 2.2, 3.1, 3.2	<b>SDG Content: Article Discussion Why Diversity Programs Fail by Frank Dobbin, Alexandra Kaley</b>	3

14	Ch 16: Employee Safety and Health focusing on Saudi safety and health laws	CLO 1.1,1.2,2.1, 2.2, 2.3, 3.1, 3.2	<b>In class Activity: How safe is my University</b>	
15	Presentation of Project Revision	CLO 1.1,1.2,2.1, 2.2, 2.3, 3.1, 3.2	<b>PROJECT SUBMISSION PRESENTATIONS</b>	3

- IV. Student Assessment & Teaching Strategies: Assessment Task** (Indicate the kind of assessment tasks to be used to measure student learning in each of the learning domains. Example: quiz, oral examination, group work, etc).  
**Teaching Strategies** (Indicate the teaching and student activities to be used to develop the kinds of learning involved in each learning domain. Also, research specialized Information about Best Teaching Practices for the particular course/field).

Domain	Assessment Task	Teaching Strategy
Knowledge	Quiz/Exercise	Lecture and in-class activity
Cognitive Skills	Major Exam/ Case Analysis	Case-based teaching and discussion
Interpersonal Skills & Responsibility	Project/ Company Analysis/ Teamwork	Micro labs/In-class discussion
IT, Numerical & Communication Skills	Presentations, Report	In-class activities Using the internet for information Project report writing

- V. Course Requirements** Students must pass the BUS 505 course prior to enrolling to this course.

MOODLE and Classroom Participation:



- This will require each student to read an article and/or watch a video clip and come to class prepared to discuss and/or complete assignments on the assigned topics on a regular basis. It is important to come to class already prepared in order to add to the discussion or complete the tasks assigned during class.
- Students must submit all the required coursework (60%) to the course instructor as per specified deadline and pass the final exam (40%).
- Failure to submit the course work will be subjected to deduction of marks.
- Students have to attend all the exams including Quiz, Majors and Final on the specified date.
- No make-up exams will be given if the students absent from those exams.
- Students must attend at least 80% of the course.
- Research Project: As a part of the course, you are required to write a research paper on a topic of your choice or (suggested by the Instructor) from topics we will be covering in class this semester. The paper should be 12 pages in length, double spaced, use Times New Roman font, and size 12. Each paper should have a title page, clear subheadings and documentation. The references should be no less than TEN sources (Articles from Business Journals).
- Oral Presentation: The oral presentation is for you to defend the results of your research paper in the form of a formal presentation.
- Final Exam: The final exam is comprehensive and will assess both your understanding of the theory and the practical application of it in the field of OB for the topics covered throughout the semester.

**It is the sole responsibility of a student to keep satisfying level of attendance. Otherwise, "DN" grade will be granted automatically during any time in the semester, without any notice.**

**VI. Schedule of Assessment** (Specify the schedule/date of assessment & proportion of assessment, attach related rubrics for each assessment if applicable. For examples of rubrics, visit [www.irubrics.com](http://www.irubrics.com). The schedule should be consistent with the academic calendar. Any significant changes should be avoided. If significant changes are made, academic leaders should be informed in writing and students should be given a new schedule of assessment table).

**Grading\*\***

	Assessment Task	Week due	Marks (%)
1.	Review of Article 1	4	5



3.	Class participation/LMS/Assignments and In- class activities/Case Studies	-	5
4.	Major Exam 1	5	15
5.	Major Exam 2	10	20
6.	Group Project	14	15

\*\*The course instructor reserves the right to alter this distribution, if an emerging situation so warrants.

## VII. Learning Resources

### A. References

a)	Required Textbook <ul style="list-style-type: none"><li>Gary Dessler, Human Resource Management, Latest Edition, Pearson</li></ul>
b)	List Essential References Materials (Journals, Reports, etc.) <ul style="list-style-type: none"><li>Academy of Management Annals (online)</li><li>Organization Studies (online)</li><li>Organization Science (online)</li><li>Leadership Quarterly (online)</li></ul>
c)	List Recommended Textbooks and Reference Material (Journals, Reports, etc.) <ul style="list-style-type: none"><li>Academy of management (AOM) Journals</li><li>International Journal of Human Resource Management</li></ul>
d)	List Electronic Materials (e.g., Web Sites, Social Media, Blackboard, etc.) <ul style="list-style-type: none"><li>Any Business magazines and newspaper like Fortune and others</li></ul>
e)	Other learning material such as computer-based programs/CD, professional standards or regulations and software. <ul style="list-style-type: none"><li>Word, Excel, and PowerPoint</li></ul>

### B. Facilities Required Facilities Required

Lecture room; Computer; Internet connection; Projector; Edugate system.

### C. Learning Management System

Moodle connection is required in class.





## VIII. Classroom Policies

### A. Academic Integrity Policy

“Plagiarism can be defined as unintentionally or deliberately using another person’s writing or ideas as though they are one’s own. Plagiarism includes, but is not limited to, copying another individual’s work and taking credit for it, paraphrasing information from a source without proper documentation, and mixing one’s own words with those of another author without attribution. In addition, buying a paper or project, or downloading a paper from the Internet, and submitting them as your own are also plagiarism. The penalty for academic dishonesty will bring course expulsion and failure, or even suspension” (Academic Integrity and Syllabus Acknowledgement Form).

All students work will be assessed in a software Turn-it-in to detect for plagiarisms. Students will get ZERO if the work is plagiarized.

### B. Attendance Policy

Students have to be on time in class. University policy will be followed for DN. Please, adhere to the following guidelines:

1. The University attendance policy will be strictly followed. In this course, absence of **13** hours results in a Denied Notice (DN). (Refer to the student regulation handbook for further details)

**It is the sole responsibility of a student to keep satisfying level of attendance. Otherwise, "DN" grade will be granted automatically during any time in the semester, without any notice.**

2. No make-up exams will be allowed except for university accepted documents. (Refer to the student regulation handbook for further details.)

### C. Dress Code Policy

Students must follow the University Dress Code Policy while attending classes.

**NO ABAYAS ARE ALLOWED IN CLASS.**

### D. Project Submission Policy



Prince Sultan University  
**College/ Department**  
1<sup>st</sup> Semester 2021 - 2022

TLC 2018 Form 12  
/Institutional Course Syllabus  
Template

Students are required to submit the project on time. Passing the deadline will be subjected to marks deduction. Plagiarism will be checked through Turnitin.

## Digital Literary Club Hosts Forensic Linguistics Session



The Digital Literary Club under the College of Humanities hosted an orientation session about forensic linguistics on Wednesday 28 October 2020 from 6:30 a.m. on Google Meet platform. The session was presented by Mr. Farah Saad, an applied linguistics student at the college of humanities. The aim of the session was to provide attendees with an introduction about one of the branches of applied linguistics which is forensic linguistics and to increase the student's knowledge of its importance and role.

Mr. Farah Saad started off the session by briefly introducing forensic linguistics and providing attendees with a simple definition for it, by stating "Forensic linguistics is the application of linguistic knowledge, methods and insights to the forensic context of law, language, crime investigation, trial and judicial procedure".

Mr. Farah Saad gave an overview into the history of forensic linguistics. Then, the informed attendees about the role of forensic linguistics in analyzing written contexts including: written letters, suicide notes and SMS texts. This was followed by a nice activity that ensured a better understanding and increased audience engagement with the session which was writing a short SMS text. This activity helped the audience further comprehend the uniqueness of each person's texting style and how this can be employed in forensic linguistics. She also explained the ways in which forensic linguistics analyze oral contexts like within courtrooms or audio recordings.

The most enjoyable part of this session

have also expressed how they valued and appreciated a session that discussed a topic they were interested to learn more about and to explore a very specialized academic topic in a very engaging and simple way.

Here are some of the attendees' opinions of the session:

Tala Almuhaib, Software Engineering Student  
"The delivery and engagement increased my enjoyment of the workshop. Discussing real life cases and showing how forensic linguistics helped solve these cases was what I enjoyed very much and liked most!"

Nada Alkhatib, Interior design Engineering Student  
"I loved everything about this session especially discussing real-life cases and learned many new things from it! It was an informative session and I have learned how small details like space or comma in a text or handwritten letters can differ in a crime and help in figuring out who is the culprit!"

Lubna Allaboudy, Applied Linguistics Student  
"The stories and the way they were delivered were incredible! The phonetics part, and the text analysis were also very interesting topics during the session! I learned a lot about forensic linguistics, which is a subject I am quite interested in. Thank you so much for this brilliant workshop!"

Omar Ghani, Software Engineering Student  
"I learned a lot about a topic that I have never dealt with before. The Great use of anecdotes and how their text with forensic linguistics was very intriguing."

Laila Martini, Applied Linguistics Student

## ASCE Student Chapter Kicks-Off at Prince Sultan University

The American Society of Civil Engineers (ASCE) is the nation's oldest engineering society. Founded in 1852, the ASCE represents more than 250,000 members of the civil engineering profession in 177 countries. The world's largest publisher of civil engineering content and an authoritative source for codes and standards that protect the public, the Society advances civil and architectural engineering technical specialties through nine dynamic institutes and leads with its many professional and public-focused programs. With around three hundred student chapters in different countries, thousands of ASCE Student Members are making a difference in the engineering professional community right now while still in college. However, among all Saudi Universities, only two ASCE student chapters were already formed in the kingdom.

With that in mind, the Engineering Management Department in the College of Engineering took the initiative in 2019 and started to communicate with the ASCE to establish a student chapter in PSU. On July 2020, PSU received the acceptance to form this student chapter. With the beginning of this academic semester 201, students and faculty members from the Architecture, Construction Management, and Civil engineering programs were invited to

attend the chapter's first workshop - "Why join ASCE?" presented by Dr. Mohammed Ezzat, Assistant Professor of Civil Engineering and Faculty advisor of the ASCE Student Chapter at PSU. Attendees were introduced to the ASCE's vision and mission. Attendees were also briefed on the goals of the new student chapter formed. In fact, there are many benefits students gain by joining ASCE, including: building leadership skills, making friends, staying connected, shaping the profession, advancing career potential, and attending events: both local and abroad like competitions, student volunteering opportunities, workshops, seminars, and conferences. Currently, about 60 PSU students have already joined the student chapter and received their ASCE memberships.

While the US Elections for 2020 ran, the PSU student chapter organized the student elections as well. On October 2020, the ASCE faculty advisor called the students interested in nominating themselves to the available positions of PSU's ASCE student board. Based on the votes submitted between October 29 and November 1, 2020, the election results for the student structure was announced on November 2, 2020, as follows:



President Pashan Student:  
Areeh Alsharrah



Vice President Pashan Student:  
Bana Alsharrah



Student:  
Ibrahim Hassan Alsharrah



Corresponding Secretary Student:  
Feroz Hageel

## MBA INDUSTRY TALK SESSION: ENTREPRENEURIAL FINANCE CONCEPTS, VENTURE CAPITAL, AND TRENDS IN FIRM INVESTMENT IN THE MIDDLE EAST



The MBA Program (Female section) hosted its second Industry Talk Session on October 27th featuring Dr. Jennifer Brodmann from California State University-Dominguez Hills, who delivered an informative presentation on Entrepreneurial Finance Concepts, Venture Capital, and Trends in Firm Investment in the Middle East. MBA students from four MBA classes were invited to attend this session: Selected Topics in Finance, Investment Analysis & Portfolio Management, Multinational Corporation Finance, and Financial Management. The guest speaker, Dr. Brodmann, is an Assistant Professor of Finance at CSU-DH and a Faculty Researcher at the South Bay Economic Institute. She reviewed Entrepreneurial Finance concepts focusing on venture capital. Modes of start-up investments vary from acquiring small business loans to angel investment, venture capital investment or private equity. One of the most crucial and difficult aspects of fundraising is the start-up valuation, for which methods such as DCF, Stage Valuation, Market-Multiple, and Cost-to-Duplicate are utilized. Within the Venture Capital (VC) investment process, the roles of venture capitalists vary from being an analyst, associate, partner, all the way to being an Entrepreneur-in-Residence (EIR). Venture capitalists use Portfolio Creation Models to build teams

in invested capital. A list of companies that raised the most capital in ME from 2011 to 2020 was also presented, with Saudi Aramco placing third with \$25.60 billion raised in capital via its 2019 IPO, and another classification showed the top acquirers in ME with MMC Healthcare at the top with 16 deals as of June 9, 2020. The largest amount of capital invested was in the information technology (36%), followed by financial services (22%).

The session was wrapped up by discussing the emerging industries and the future of equity crowdfunding in the Middle East region. The session was organized by MBA instructor, Dr. Rhada Boufili. List of Attendees of this MBA Industry Talk session (Total of 30): Fatimah Alabdulqader, Lamyaa Alami, Raneem Albalawi, Eman Alharthi, Shahad Alhaghi, Dr. Larus Alkayad, Ayla Alkhalaf, Dr. Kholoom Alkofahi, Hajar Faisal H. Alktheeri, Anfal Mounir N. Almouniey, Shewehina Alotabi, Meehal Alghubali, Norah Alrasheed, Najla Alrasheed, Samir Abdulrahman S. Alsaieh, Fahdha Alsharrah

## INVITED AS A KEYNOTE SPEAKER

Dr. Jolly Sahni, Associate Director (MBA Program) from College of Business was invited as a keynote speaker in "International Conference on Strategies for Sustainable Practices: During and Post COVID" on 1st October 2020 organized by Jagannath University, India.

Dr. Jolly's talk was on 'Stakeholder participation in Sustainable Development' highlighting the role and contribution of primary and secondary stakeholders in promoting the universal values of sustainability. The topic was aligned to the Sustainable Development Goals of United Nations.



## WEBINAR FOR FIN556

Organizer: Dr. Umara Noreen

As our usual practice to broaden the perspective of our graduates in terms of knowledge, communication skills & competency. A webinar on 'Capital Market and Investment Products' was held on October 28th from 6:30 to 7:45pm.

Mr. Abdulrahman Abdulaziz Al-Mashal, Head of Strategy & Business Development, Riyadh Capital was the honorable guest speaker. FIN556 (Multi-National Corp. (MNC) Finance & FIN551 (Investment Analysis & Portfolio Management) class & Course instructor Prof. Noor Alzain participated in the webinar, which was the practical window for both these course contents.

Mr. Abdul Rahman briefed about the Capital Market History in Saudi Arabia and its development. He explained about the public investment funds in the kingdom and compared market cap of the Saudi market to the international markets and discussed about the investment horizon and new opportunities for potential investors.

Student showed keen interest in the talk and raised several questions with respect to the investment opportunities in Saudi Arabia. Speaker shared valuable experience on security selection, industry analysis and portfolio management. An interactive discussion was held about initial public offerings (IPOs) and recent mergers and acquisitions i.e corporate restructuring. Faculty members and students actively participated in this discussion.

A former graduate, Alumni of PSU, Mr. Tarfa Al-Mashal who is currently working with Saudi Farsi Capital as Investment Analyst, also attended the session and shared her professional experience and linked with the learning experience at PSU.



Capital Market and Investment Products

# MBA Industry Talk Sessions

## The Business Intelligence in Finance: Bitcoins and Cryptocurrency

### Dr. Noura Metawa

**American University in the Emirates**

is an Assistant Professor of Finance at American University in the Emirates. She received her Ph.D. in Financial Economics, M.S. in Financial Economics, and M.B.A. from the University of New Orleans (UNO), her Masters in Science and Bachelor of Science from the University of Mansoura in Egypt.



## March 30<sup>th</sup> 2021

**From: 6:00 pm - 7:30 pm**

### Event Objective:

*Given the massive amounts of data present the financial sector with new arising challenges, companies in the financial sector must be efficient in using information gained from their own data to help them with analyses, management processes adjustment, targeted campaign creation, risk identification or efficient reporting for the purpose of managing their entities' competitively and profitably. Dr. Metawa will discuss the utilization of Business Intelligence in Finance to help companies reach the above goals. Her talk will also cover the novel areas of block chain and cryptocurrency; She will also go over how companies nowadays are taking advantage of the new innovations in this domain and make better business decisions with the help of professional financial business intelligence programs.*

**Organized and moderated by: Dr. Rhada Boujlil- PSU**

**Kindly use this Google Meet link: [meet.google.com/fwd-fmdb-cxm](https://meet.google.com/fwd-fmdb-cxm)**



**Google  
Meet**





# MBA Program Invites you to the Industry Talk Session

Entrepreneurial Finance concepts, Venture Capital Investment, and the trends in Firm Investment in the Middle East.

**Our Guest Speaker:**  
**Dr. Jennifer Brodmann**

**Tuesday, 27th OCT**  
**2020**

**JOIN US AT 7PM**  
**Via**



**Organized by:**  
**Dr. Rhada Boujlil**



### INSTITUTIONAL COURSE SYLLABUS TEMPLATE

Course Code: MKT 538	Course Title: Strategic Marketing
Course Instructor: Dr. Abdul Rahim Abu Bakar	Email: aabubakar@psu.edu.sa
Credit Hours: 3 hours	Course Location: A1-21
Scheduled Office Hours: Based on appointment	
Office Location: A2-21	
Co-Requisite:	Pre-Requisite:

- I. Course Description:** This course focuses on strategic analysis and planning necessary to effectively match marketing strategies in a changing micro, macro and organizational environments. The course is intended to provide an understanding of the conceptual realm of marketing strategy and knowledge of the factors for consideration in making strategic marketing decisions. Students are provided ample opportunity to develop and practice creative problem-solving and decision-making skills to simulate the requirements of today's complex market environment. Sustainability is fast becoming a strategic issue for businesses in all sectors. In this context, the UN Sustainability Development Goal (SDG) No 12: 'Responsible Consumption and Production' will be discussed aligning it with concepts like Societal Marketing and Green-Marketing. Besides, the course will explore the different business models that companies can use to drive change and explains why purpose-driven businesses are particularly well positioned to tackle the world's biggest problems.

The course is designed to benefit graduate business students, and presumes an understanding of business operations, analysis and the application of marketing as a result of required prerequisites. The major knowledge objectives of the course are -

- To expose the nature of strategic marketing
- To acquire the skills in developing strategic marketing plans
- To develop the strategic thinking in the application of strategic marketing
- To apply the concept of sustainability in business development & strategy

- II. Course Learning Outcomes:** On the successful completion of this course, students will be able to demonstrate the following:

Skills	Course Learning Outcomes
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<b>Knowledge &amp; Understanding</b>	1. To enhance your knowledge and understanding of how marketing leaders can use marketing strategy to drive their businesses and maximize company performance
<b>Skills</b>	2. To develop strategic thinking in solving business problems while considering sustainability  3. To acquire and apply the necessary analytical and conceptual skills for developing successful marketing strategies  4. To enhance communication, collaboration and leadership skills in dealing with the uncertainty and changes faced by today's marketers
<b>Values</b>	5. To demonstrate the ability to integrate the various stakeholder requirements domestically and internationally in the inherent uncertainties of developing strategies in dynamic competitive environments

### III. Tentative Weekly Course Schedule:

Week	UNIT/ TOPIC	CLO(s) alignment	STUDENT TASKS (assignments, readings, exams, quizzes, presentations, etc...)	Number of Contact hours
1	Overview of the course, course expectations, textbook.	1	Read and Sign syllabus acknowledgement	3
2	Market-Oriented Perspectives Underlie Successful Corporate, Business, and Marketing Strategies	1	Article discussion	3
3	Corporate Strategy Decisions and Their Marketing Implications	1 & 5	Scenario 1	3
4	Sustainable Business Strategy & Sustainable Business Tools	1 & 5	Industry analysis presentation	3
5	Business Strategies and Their Marketing Implications	1 & 5	Business Scenario/Case 1	3
6	Understanding Market Opportunities	1 & 2	Major Exam (Chp. 1, 2, 3, 4)	3
7	Targeting Attractive Market Segments	3 & 5	<b>Major 2</b>	3
8	Differentiation and Brand Positioning	3, 4 & 5	Scenario 3	3

9	Differentiation and Brand Positioning	3, 4 & 5	Case 2	3
10	Marketing Strategies for New Market Strategies	1, 3 & 5	Scenario 4	3
11	Strategies for Growth Markets	2, 3 & 5	Industry analysis presentation	3
12	Strategies for Mature and Declining Markets	2, 3 & 5	Industry analysis presentation	3
13	Measuring and Delivering Marketing Performance	2, 3 & 5	Industry analysis presentation	3
14	Final project presentation	2, 3 & 4	Group project submission	3
15	Review and Course Wrap Up			3

#### IV. Student Assessment & Teaching Strategies: Assessment Task

Domain	Assessment Task	Teaching Strategy
Knowledge	Class Exercise, Quizzes and exam	Class Exercise, Quizzes and exam
Skills	Class Exercise, Quizzes, exam and participation	Class Exercise, Quizzes, exam and participation
Competencies	Group project and presentation, Business simulations	Individual, Group project and presentation

**V. Course Requirements** This course requires you to carry out a group project which comprises of 20% of the course assessment.

#### VI. Schedule of Assessment

Assessment	Assessment Task	Week Due	Proportion of Final Assessment
1	Industry Analysis	Starts from Week 4	5%
2	Business Scenario/Exercise	Impromptu	5%
3	Case Study	Week 5 & 10	10%
4	Mid Term Exam	Week 6	20%
5	Group project Written: 10%	Week 14	20%



	Presentation: 10%		
6	Final Exam	TBA	40%

## VII. Learning Resources

- A. References** - Walker, O. C., & Mullins, J. W. (2014). Marketing strategy: a decision-focused approach. 8th Edition. McGRAW-Hill.

### Supplementary

Jain, S. C., & Haley, G. T. (2009). Strategic marketing. Cengage Learning.

Hooley, G. J., Saunders, J. A., & Piercy, N. (2004). Marketing strategy and competitive positioning. Pearson Education.

West, D., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press

**B. Facilities Required** – Classroom

**C. EDU-HUB Platform** – PSU LMS and emails will be the main mode of

**D.** materials and information delivery.

## VIII. Classroom Policies

### A. Academic Integrity Policy (e.g., plagiarism or dishonesty)

“Plagiarism can be defined as unintentionally or deliberately using another person’s writing or ideas as though they are one’s own. Plagiarism includes, but is not limited to, copying another individual’s work and taking credit for it, paraphrasing information from a source without proper documentation, and mixing one’s own words with those of another author without attribution. In addition, buying a paper or project, or downloading a paper from the Internet, and submitting them as your own is also plagiarism. The penalty for academic dishonesty will bring course expulsion and failure, or even suspension” (Academic Integrity and Syllabus Acknowledgement Form).

All students are expected to submit their ‘own’ work and not the work of others.

### B. Attendance Policy

Please, adhere to the following guidelines:

1. The University attendance policy will be strictly followed. In this course, the absence of **(12hours)** hours results in a Denied Notice (DN). (Refer to the student regulation handbook for further details.)



**Please Note: IT IS THE SOLE RESPONSIBILITY OF THE STUDENT TO KEEP SATISFYING their level of attendance. Otherwise, a “DN” grade will be granted automatically during any time in the semester without any notice from the e-register system.**

2. No make-up exams will be allowed except for university accepted documents. (Refer to the student regulation handbook for further details.)

### **C. Homework Submission Policy**

No extension would be given for the stated deadline.

### **IX. My Assumptions**

This is a capstone course where it requires you to apply all the knowledge from other business courses as well as general knowledge regarding the market characteristics and sustainable issues. You are required to read on these issues on your own effort to improve your performance in this course.



## CouPon

CouPon Inc. started off their business by selling food additives, food abstracts and artificial sweeteners to companies selling beverages. The company was so successful as there was a great demand in these products due to the population growth. However, at the start of the World War 1, the company realized the growth opportunities in the industrial chemicals industry. Due to the demand of military equipment and products, the company began specializing in plastics, agricultural chemical and synthetic rubbers. They were also responsible in producing Agent Smith, a chemical used to kill all the plants (food supply) in enemy territory.

After the war, the company realized the grim reality facing the world. The population starts to increase at a fast rate and available land and water for agriculture is decreasing. Experts feel that the planet will have to produce more food in the next 50 years to feed world's population that it has grown in the past. CouPon soon realized that it needs to be dynamic and change to a new strategic focus. CouPon needs to address the world's problem by i) producing more crop yields, ii) conserve more resources and iii) improve farmer's lives.

Throughout history, weeds and insects have cause a lot of problems to farmers. They have to work extra effort to kill these weeds and insects. The plants or crops have to be planted further away from each other to prevent these weeds and insects from destroying them. Applying pesticides to crops was costly and time-consuming. CouPon spends about 1 billion on R&D and uses its technology to gain support from stakeholders. Through their technological innovation, the company created seeds that were already 'planted' with genes that allow the plant themselves to kill bugs. Through genetic engineering, this genetically modified (GM) seeds are far more superior than any other plants on the planet where the plants can grow under harsh conditions, withstand weed and insects, produce better yields and quality (in terms of size, taste and appearance).

Soon after, the company was selling seeds for soybean, cotton, corn and canola. Farmers who purchase this GM seeds can now grow more crops on less land and with less left to chance (higher chances of success). CouPon claimed that its insect-protected corn seeds have raised the income level of farmers in many developing countries above the poverty level. As a result, more than 80 per cent of the world food supply now are based from GM products. To ensure quality assurance, farmers would only get their seeds from CouPon. Any effort to 'save' the seeds from last season harvest by the farmers (or recycle the seeds) would end up in legal suits by CouPon.

However, CouPon seeds have not been accepted everywhere. Attempts to introduce them in Europe have met with backlash. The animosity towards CouPon products is generated by two main concerns: worries about the safety of GM food and concerns about environmental effects. Many skeptics see these crops as unnatural with CouPon controlling what goes into the seeds. CouPon tries to soften the resistance by doing social projects such as giving free GM seeds to farmers in less developing and developing economies like India, African countries and south east Asia. However, once these farmers have started to use these seeds, it is difficult for them to resort back to their old ways of farming.

### Questions:

1. Comment on CouPon's reassessment of its business definition. Do you think it was a prudent decision? Justify your arguments. Do you foresee the company branching out to new area of business?
2. Evaluate CouPon's opportunities and threats based on the global environment. How could the company seize the market opportunities and minimize the threats based on its resource, capabilities and distinctive competencies?
3. What is CouPon's value proposition? How does this value proposition differ from the conventional offerings? Does this value proposition lead towards the firm competitive advantage?
4. CouPon's argue that its business decision is in responds to the global sustainability development. What is your assessment of its effort? Would the solution be different if a system thinking solution is applied? What alternative effort could the industry do to solve the global consumption problem?
5. Do you think the company's effort in inducing farmers in developing economies is ethical? What could CouPon do to shield itself from bad publicity and ensure its long-term success? Illustrate in terms of the company effort in dealing with its stakeholders.